SPRINGFIELD, ILLINOIS,

Chamber of Commerce

MAY, 1920

FINAL REPORT OF

THE AMERICAN CITY BUREAU

CAMPAIGN AND REORGANIZATION SERVICE

SPRINGFIELD CHAMBER OF COMMERCE

APRIL 14 to JUNE 26, 1920.

July 20, 1920

The Board of Directors,
Springfield Chamber of Commerce,
Springfield, Illinois.

Gentlemen:

I take pleasure in submitting on the following pages the report of the American City Bureau covering the campaign and organization service rendered the Chamber of Commerce to date.

At this time I wish to state for the other members of the staff of the American City Bureau, who worked with you during the campaign, and for myself that we have appreciated the willing co-operation which has come from all sides during our work in Springfield. The men who worked with you have the continued best interest of the Springfield Chamber at heart and will be glad to render whatever personal service they can at any time you may feel inclined to call upon them.

Sincerely,

(signed) John R.Kneebone
Organization Secretary,
American City Bureau.

JK:MA

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ORGANIzATION REPORT

This report will not attempt to discuss in detail all of the events of the Campaign and Installation period. It is intended primarily for reference purposes and in addition contains a few comments referring directly to the operation of the Springfield Chamber of Commerce.

CAMPAIGN PERIOD

Following the signing of the contract between the Springfield Chamber of Commerce and the American City Bureau on March 30, 1920, a highly specialized campaign organization arrived in Springfield on April 13th, 1920. The following staff members of the American City Bureau came at that time - Earl J. Smith, Campaign Manager, Dan E.Weigle, Educational Director, Lucian O.Holman, Publicity Manager and Frank M. Boykin, Office Manager. In addition William Whalon and J.B. Price of the Bureau Staff spent about one week in helping develop the campaign organization.

The general work of the Campaign period was divided into four departments. Mr. Smith had general charge of the campaign and personally directed the work of all committees and the building up of the campaign teams which worked during the intensive week. Dan E.Weigle was charged with the responsibility of appearing before numerous organizations and groups of citizens in an effort to lay before them the fundamental philosophy on which the modern Chamber of Commerce functions. Mr. Weigle made more than forty such talks during his five weeks in Springfield. (See Appendix "A"). Mr. Holman handled all of the newspaper publicity and was accorded the unstinted support of the newspapers of the city. Mr. Boykin developed the prospect list and handled all office details.

The remarkable results obtained in the campaign speak well for the organization which was built up by the above men with the hearty co-operation of the citizens of the city. The members of the Campaign Executive Committee gave freely of their time and every person called on to help responded willingly.

The Executive Committee, which had direct charge of the campaign was made up of the Board of Directors of the old Chamber of Commerce with the addition of seven men selected to aid them. This committee decided all matters of policy. In Appendix "B" will be found a list of all committees which served during this period. To these men and women go the major credit for the success of the drive.

At the close of the intensize drive of 5 days, 2008 memberships had been signed as recorded in appendix "C".

THE ORGANIZATION period

Immediately following the Campaign, the organization of the new Chamber was started under the direction of John R. Kneebone, Field Secretary of the Bureau.

As stated at the final campaign luncheon, the work during this time had as its aim the development of a working organization from the "paper" membership signed during the drive. The committee which served during this period are listed in appendix "D" and the meetings held are listed in appendix "E". All committees elected during this timd were chosen by the committee on committees, which had been appointed by the Executive Committee. Every man who was asked to act on the numercus committees was ready and anxious to serve.

Altho it is not desirable to discuss the details of the organization period, the success of certain meetings is worthy of comment.

The first Membership meeting held at the High School was very successful. Frank E.Hering, the speaker, gave a broad minded talk which pleased everyone. Perhaps the most important point in this meeting was the use of the High School building and the demonstration that Springfield had a very remarkable school equipment in this respect. The school authorities gladly offered the use of the building, both for this meeting and the series of group meetinge held later.

The most important single event of the organization work was the holding of twenty-five group meetings on one evening. At least 750 members were present at this time, and divided into their respective groups, discussed the things which they expected the Chamber of Commerce to undertake for the good of Springfield.

and their own welfare. The City wide program of Activities for the Chamber has been compiled largely from the questionnaire filled out that evening.

CONSTITUTION AND BY-LAWS

The Constitution and By-Laws as adopted by the Springfield Chamber of Commerce in conformity with the recommendation of the Bureau. As provided by the old By-laws of the organization, it was necessary to hold a referendum vote of the membership to change the number of officers and their duties. In order to make the matter entirely democratic, the complete constitution and by-laws were presented to the members in this manner and in addition they were discussed briefly at the first membership meeting at the High School.

The by-laws were studied carefully by the By-Laws Committee previous to their presentation to the membership. The vote in the referendum was overwhelming in favor of the adoption of the document as presented and the Board took formal action in this regard on May 28th, 1920.

Constitution and By-Laws ad adopted will be found in Appendix "G".

ELECTION OF DIRECTORS

As provided in the By-laws, twenty-eight niminees for the Board of Directors were selected thru a mail primary vote in which every member of the Chamber was eligible for election. Following this, the fourteen present directors were selected from the nominees by a second mail ballot. In the primary 950 members voted and in the final election about 1100 votes were cast. The vote received by the nominees and elected directors is tabulated in Appendix "E".

OFFICE METHODS

There have been installed in the office of the Chamber of Commerce modern office methods. A roster of the membership has been prepared covering subscribers, assignees and all individual members. Addressograph plates have been made for all members. Suggestion record cards, from which the Program of Work is made, are compiled and should be consulted for names of interested members before committees are appointed on various projects. An "activities ledger" has been opened on which is noted the various activities in which each member takes part during the year. This will give the Manager a quick guide on members who are not taking sufficient interest. The first steps have been made in installing the Information File, which if carefully followed, will make material easily available for the use of committees on a large variety of subjects. The office should endeavor to secure material in accordance with the problems in the Program of Work. Reference should be made to the Bibliography included in this report in compiling this material.

ACCOUNTING SYSTEM.

A concise Accounting System has been installed which will make it a matter of but a moment to furnish information on the finances of the organization for the use of the Board of Directors In opening this Accounting System it is presumed that the Board will work on the Budget Plan allowing certain sums of money for various purposes. It is suggested that when the budgent is prepared, the fixed expenses be provided for and that the remaining ammount not be apportioned except as there is a demand for money for the use of various committees or for other special purposes.

When a committee is appointed and after it has had its preliminary meetings, the budget for its work should be prepared by the Manager in consultation with the Committee Chairman, and the Board requested to appropriate the sum which seems within the possibility of the budget. Care should be exercised that an enthusiastic committee does not run up unnecessary expenses in the doing of minor things, thereby handicapping the Board when problems of greater importante are confronted. A suggested budget for the first year is presented in Appendix "J".

FORUM MEETINGS

It is the opinion of the Bureau that the conduct of Forum Meetings by a Chamber of Commerce has a very important effect on the success of the organization. With this in mind, the Civic Forum Committee arranged two luncheons at the St. Nicholas Hotel. Although these meetings were interferred with by the extremely warm weather, they were successful in that they have demonstrated the possibility of holding forum discussion. With the permanent Forum Committee under the leadership of Mr. Hal M.Smith, it is strongly recommended that evening forum meetings be held, as well as noon luncheons. Considerable success has been experienced by organizations holding regular weekly luncheons and in addition a monthly evening meeting, all of which are forum discussipns. The geographical location of Springfield makes it easy to secure competent outside speakers to address the forum meetings. However, it will doubtless be found that the interest in the forum can best be maintained by using local men to discuss local matters. Outside speakers may be used more for the social gatherings of the organization in the form of membership meetings, than to lead the serious discussions of a forum meeting. The develop-

ment of a large group of men who will pledge themselves to work actively to make the forum successful is a vital factor. It has recommended that in addition to the Forum Chairman in charge of the Forum Steering Committee, there be three vice-chairmen in charge, one each in charge of attendance, entertainment and acquaintance. It would not be surprising if a group of 200 men were placed on these various forum committees, and the most difficult problem will probably be the finding of a suitable place to hold the meetings.

ADMINISTRATIVE MANUALS

A series of manuals covering important administrative functions of the Chamber of Commerce are filed with the Manager. These cover, accounting, newspaper publicity, forum meetings, committee organization, committee control, filing and office forms. In addition there has been furnished a considerable number of booklets entitled, "The American City Bureau Plan of Management of Commercial Organizations". Copy of this booklet has been sent each director and there are sufficient copies to furnish the Chairman of all Committees. Additional copies may be secured from the American City Bureau without charge.

FINANCIAL CONDITION OF ORGANIZATION.

A detailed statement of the financial condition of the Chamber of Commerce is contained in Appendix " ". It will be noted that $24,170.00 almost 50% of the total dues receivable for the year have been collected. A second collection letter is being mailed for the first of July and should result in adding considerably to the amount collected. The total amount collected is high as a large number are paying quarterly and semi-annually as allowed in the By-laws.

Analysis of income account and Balance Sheet will be found in Appendix "I".

CONTINUATION SERVICE OF THE AMERICAN CITY BUREAU

As provided in the contract, the American City Bureau renders service to this Chamber of Commerce over a period of three years. This service is specified in detail in the contract as follows:

(h) After the close of such installation service to present to the organization:

1. A special report to the directors embodying the program of work developed in accordance with section "c", and a written manual of organization procedure, together with recommendations for its application and use.

11. A separate research report on activities elsewhere relating to the most important plank of the program of work.

(i) To make return visit for one or two days for consultation with the Manager (or secretary) and directors, within six months after the completion of the campaign, if so requested;

(j) To provide a staff member for a period of five days to co-operate in stabilizing the organization thru work on delinquents and new members and thru formulation of plans and procedure for the second year based on local accomplishments in the first year, approximately twelve months after the completion of the original campaign;

(k) To provide a staff member for a period of three days to co-operate in the re-writing of the program of work, and to make recommendations in regard to membership, procedure and publicity of accomplishments, approximately twenty-four months after the conclusion of the original campaign;

(l) Upon request to furnish to the organization research reports similar to that provided for in paragraph "h-11", two additional during the first year, three during the second year, and three during the third year;

(m) To advise the manager (or secretary) and directors at any time by correspondence on questions not requiring special investigation of a research character, if so requested;

(n) To give the manager (or secretary) of the party of the first part the benefit of instruction at the Summer School of Community Leadership for three years, without charge for tuition.

THE RELATION OF THE CHAMBER OF COMMERCE TO MUNICIPAL, COUNTY AND STATE ADMINISTRATION.

It would seem advisable at this time to rather definitely define the relation which should exist between the Chamber of Commerce and governmental bodies.

We all know more or less of the work of the United States Chamber of Commerce of which this Chamber is a member. In planning our relation to local governmental bodies we might well analyze the procedure adopted by the U.S.Chamber in its relation with Congress and the Executive branch of our National Government.

Whenever a project of national importance comes up in which the business men of the country are interested the U.S.Chamber makes it its business to find out what these men would like to see done. To determine this in the quickest and most accurate manner, questionnaires are sent out to all Chambers which are members asking that a vote be returned indicating how the members of that city feel on the subject. During the past year a large number of such votes were taken. The compiled answers are then carefully prepared and submitted to the proper committees of Congress as an expression from the brains of the Nation. Naturally Congress is more than glad to receive such advices as it can then proceed with confidence in its action. Similar methods are followed by the various State Chambers in working with the legislatures.

The Springfield Chamber of Commerce has a duty to perform in this city. It has the means of finding out through forum meetings and by mail referendum votes just what the 2007 members would like to see done and will help do. No similar means is at hand for the direct use of the municipal official except in those New England

towns where the "Town Meeting" is still in vogue. The official must reply on the personal statement of those who are interested enough to take the time to communicate directly. We all know that the average citizen is more or less inclined to let the other fellow do it in cases of this kind, and "the other fellow" often has a personal axe to grind as a reason for his interest. The Chamber of Commerce then, must make use of its facilities and constantly interest itself in all projects which make for a bigger and better city.

The value of hearty co-operation between municipal officials and the Chamber of Commerce was very ably expressed by Commissioner Smith in his talk at the first membership meeting at the High School. In fact, his statement covered the ground so well that this report includes his remarks in full, Mr.Smith said:-

"The modern Chamber of Commerce means a new era in Springfield. It means that forces which have been divided in community thought are uniting in a common cause for a noble end - the building of Springfield into a city of activity, a city with an unselfish heart and a mind of reason.

"This has been a city of differences and misunderstanding but there must be no misunderstandings as to the purpose of the new Chamber of Commerce. The aim is to put Springfield to the front and the echo should resound; We will put Springfield to the front.

"And when Springfield has been placed in the rank she properly deserves, you will be proud to say to the outside world:

"Come to Springfield the city of good will and opportunity."

"Our weakness in the past has been that the Chamber of Commerce has spoken primarily for the advancement of business and

secondarily for the promotion of public welfare. But this will be changed by the modern Chamber of Commerce because its membership is representative of all groups and when it speaks it will be expressive of the thought of a majority of citizens.

"The time has passed when anything worth while can be accomplished for Springfield by cracking the whip of destrictuve criticism over the heads of the public officials and the time has arrived when a public official must realize that he cannot achieve things for a city without the sympathetic co-operation of the people.

"Whenever a Chamber of Commerce and a city government realize how dependent they are upon each other for a solution of civic problems, then progress will come by leaps and bounds and then only.

"In all cities that have acquired achievements the voice of the Chamber of Commerce is heeded with authority because it reflects public opinion. But public opinion to be a real force in the community must ofitself be intelligent, fair and constructive. It must be intelligent to have the last two qualities and it will not be intelligent unless there is proper machinery, such as a modern Chamber of Commerce, for keeping the public acurately informed as to what is going on.

"It is a false assumption that public opinion will crystalize and exert itself in the right direction without leadership, knowledge or active encouragement.

"There are no problems of real importance that nine out of every ten citizens cannot grasp intelligently, at least in their broader bearings, if properly laid before them. So there is every reason why one of the aims of a modern Chamber of Commerc

should be to teach the people to think along right lines and to set that thought into effective action. In the solving of community problems thought without action is useless and action without thought is dangerous.

I hope to see the Chamber of Commerce developed into one big clearing house into which will pour many well founded ideas for the stablizing and advancement of the city. I believe within six months it will become a shouting sign-board for Springfield, an organization in which the people will have the utmost confidence and an organization which will make this a city of one hundred thousand population by 1925.

"Springfield can accomplish anything it sets out to do. All it needs in confidence in its ability to handle big things, and then go out after the big things. This should be the convention city of the central west.

"We have started the ball rolling for a greater Springfield. Let's keep it rolling."

If the Chamber of Commerce will operate along the lines suggested in the foregoing it will be a real community asset. It will interest itself in projects covered by its program, feeling free at all times to report its findings to the proper officials and realizing always it can not act except in an advisory capacity on those subjects which require municipal action.

THE PROGRAM OF ACTIVITIES.

On the following pages is recorded the Program of Activities which has been made from the tabulated suggestions of the membership.

It will be noted that this Program is divided into three parts viz, MAJOR, FORUM and SUPPLEMENTARY.

The Major program embraces those projects on which public sentiment appears to have crystallized and on which committees can be appointed at once.

The Forum Program takes in those ideas which may be equally desirable for the good of the city but which need considerable discussion in the Forum before committees could be set to work. Other Planks in the Forum Program will not need special committee work but are subjects with which the public at large is not properly acquainted so that in these cases the Forum Meetings will serve as an educational and propaganda medium.

The supplementary program contains those suggestions of merit which do not appear to warrant inclusion in the other programs at this time, some of them effecting only a limited group of the membership.

It is to be understood that the program as written is "fluid" and that projects may pass from one section to another as occasion warrants. After discussion, for example, it may be imperative that a forum plank be placed immediately in the major program and carried through even before some of the present major planks. It should be noted in this respect that often Major planks are of a nature which does not allow quick completion being of more far-reaching magnitude which may take months or years to complete. It is to be expected, in such cases, that some of the forum projects will be completed ahead of these larger problems.

MAJOR PROGRAM

DOWNTOWN IMPROVEMENT.

Plank 1.

Realizing the imperative necessity for the immediate repaving of the business district of the city, which must be accompanied by the removal of unsightly poles and wires from the streets, and rehabilitation of underground structures, provision for auto parking, the Chamber of Commerce should co-operate in effecting such a settlement of the pending differences between the City and Utilities Company as will guarantee the carrying out of these long delayed improvements in the best interests of Springfield's future.

HARD ROAD CONNECTIONS.

Plank 2.

Aid the proper authorities in completing the paving of streets which connect city pavements with hard roads.

HOUSING.

Plank 3.

Anticipating that the completion of the Hummer Engine Works and other contemplated expansions will still further increase the demand for more homes for industrial workers, careful study should be made of methods pursued in other cities in meeting this need and a plan devised applicable to local conditions.

RAILROADS.

Plank 4.

Engage expert advice in devising a workable plan for handling the local railroad problem with a view to eliminating dangerous grade crossings, unifying track facilities, constructing a union station and a belt line for thru freight traffic.

MAJOR PROGRAM

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RESIDENCE STREETS

Plank 5.

Co-operate with the proper authorities in devising a comprehensive plan of street improvement in the residence district considering the need for through thoroughfarestransversing the city and connecting with main arteries of travel.

STREET CLEANING

Plank 6.

Secure cleaner streets for Springfield by urging compliance with ordinances prohibiting dumping of store sweepings and other refuse on the streets and by seeking to establish a more comprehensive street cleaning service.

TRAFFIC.

Plank 7.

Support the public authorities and the Automobile Association in the enforcement of traffic regulations.

CONVENTIONS

Plank 8.

Consider the various phases relative to the holding of conventions in Springfield, discussing the advantages Springfield has to offer visiting delegations and the adequacy of present convention hall facilities.

FARMERS

Plank 9.

Render active co-operation to the farmers during their rush season and endeavor to build up better relations between farmer and city people.

FORUM PROGRAM

CIVIC SPIRIT

Plank 1.

Undertake a comprehensive campaign having for its purpose the development of such a spirit of co-operation that all citizens will work together, unselfishly, for Springfield advancement.

SANITATION

Plank 2.

Discuss in the forum the problem of sanitation considering the need for continuous city wide garbage collection, cleaning of alleys and the extension of sanitary facilities and the covering of the present town branch sewer.

STREET SIGNS

Plank 3.

The convenience of citizens and visitors requiring the placing of street signs on all thoroughfares, early steps should be taken in conjunction with the proper authorities in devising means of accomplishing this work.

INDUSTRIAL DEVELOPMENT

Plank 4.

Take up in the forum the possibilities for continued industrial development in Springfield, considering the elements which make a city attractive, alike to employer and employee, and devising methods of taking advantage of our natural resources.

CITY PLAN

Plank 5.

Consider in the forum the need for the adoption of a comprehensive city plan which can be used as a guide in the building of the Springfield of 1930, studying the needs for zoneing wider streets, additional parks and playgrounds, boulevards and other similar facilities which must be provided as the city grows.

EDUCATION.

Plank 6.

Present the need for adequate finances to meet the demand for continued development of Springfield's school facilities.

PARKS & PLAYGROUNDS.

Plank 7.

Present to the forum the facts on Springfield's splendid park system with the object to stimulating interest in the plans for future park program development and devising ways of making the parks of still greater usefullness to the general public.

TAXATION.

Plank 8.

Bring up for discussion taxation, considering sources of revenue, distribution of expenditure with a view of developing an understanding of the relationship between adequate public income and satisfactory public service.

COMMUNITY MARKET.

Plank 9.

Discuss the need for a community market where foodstuffs can be sold direct to the consumer.

BOYS' WORK

Plank 10.

Lend the support of the Chamber of Commerce to the furthering and strengthening of the Boy Scout and similar movements in Springfield.

HOSPITAL

Plank 11.

Through a series of forum meetings present to the people of Springfield the need for additional hospital facilities.

SUPPLEMENTARY PROGRAM.

Public Buildings

Combined Court House and City Hall
New Post Office.

Trade Improvements

Plan Buy-at-Home Campaign
Advertise Springfield
Improve Shipping Facilities

Municipal

Fire Protection
Regulation of Overhead Signs
Urge Cement Sidewalks
House Numbering
Care of Trees
Support Law Enforcement

Public Welfare

Assist Home for Friendless
Consider United Charities Budget
Safety First Campaign

Miscellaneous

Improvement of Morals
Organizing Base Ball Team
Support Music
Utilization of State Fair Grounds during entire year.

APPENDICES.

Appendix "A" - Campaign Meetings

" "B" - Campaign Committees

" "C" - Memberships Secured by Teams in Drive

" "D" - Installation Committees

" "E" - Installation Meetings

" "F" - Results of Primary and Final Elections with list of Officers and Directors for 1920.

" "G" - Constitution and By-Laws.

" "H" - Functionalized Staff.

" "I" - Financial Statement.

" "J" - Analysis of Financial Statement.

" "K" - Suggested Budget.

" "L" - Comments on Special Service.

" "M" - Bibliography for Program Activities.

APPENDIX "A"

The following is list of meetings held during campaign.

April 15. Dan E.Weigle addressed the Business and Professional Women's Club at the Y.W.C.A. on "Women and the Chamber of Commerce".

April 19. Dan E.Weigle addressed the Springfield Ministerial Association at the Y.W.C.A. and present plans for the expansion campaign. Assurance of support of the Association was given in a letter written by Rev. Rothenburger asking all to attend this meeting. A committee of ministers including Rev. S.W.MacFadden, Rev. E.P. Rogers and Rev. William H.Nicholas were appointed to meet with the campaign committee and assist in the campaign work.

April 20. Dan E.Weigle addressed the Optimist Club at a dinner given at the St. Nicholas Hotel, on the Chamber of Commerce plans. Mr. Weigle also spoke before the Lions Club at a luncheon held at the St. Nicholas Hotel on the plans of the Chamber of Commerce.

April 21. Dan Weigle spoke before the Mid-Week Luncheon Club at the Leland Hotel. E.J.Smith and Dan Weigle spoke at a meeting of the Elks held in their Club Rooms, and their endorsement was given to assist in the campaign work.

April 22. Plans for the reorganization of the Chamber of Commerce were discussed before the Civic Improvement League and the Grand Army of Republic. Meeting of team majors and bankers was held to consider the part they would take in the campaign.

April 26. "Get together" meeting was held at the Arsenal. All stores, factories and shops sending representatives to the meeting. Dinner was given at the Sangamo Club for Mr. Floyd A.Allen, President of the Flint Chamber of Commerce, who arrived to speak at the Get-Together meeting to be held at the Arsenal. R.C.Lanphier was Chairman. Program for meeting included addresses by R.C.Lanphier, George B.Stadden, Dan E.Weigle, Floyd A. Allen, Earl J.Smith and Rev. John T.Thomas. R.A.Guest led the singing. Dan Weigle addressed the members of the Lions Club at a luncheon given at the St. Nicholas Hotel, and also spoke before the high school students at the High School on "Citizenship for Tomorrow".

April 28. Forty-two business men met at the St. Nicholas Hotel at a luncheon to make definite plans for the campaign. These men were the members of six teams, composed of

one major and six captains each, who agreed to give up two and one-half hours each for four days during the membership drive commencing May 10th.

May 3. Dan E.Weigle spoke before the Boy Scouts in the Circuit Court Room on "The Chamber of Commerce movement and how the Boy Scouts can help". Mr. Weigle also spoke before the McClernard School Patrons Club, at the McClernard School on "School Survey and Needed Improvements in Springfield".

May 7. Civic dinner was held at the St. Nicholas Hotel at 6:30 P.M. Lt. Gov. Oglesby acting as Toastmaster. Mr. Chas. F. Coffin, President of the Indianapolis Chamber of Commerce, speaking on "The Value of a Modern Chamber of Commerce". Mr. Dan Weigle spoke on "What is the Propelling Force in City Building?"

May 9. Union services were held at the First Presbyterian Church. Rev. John T.Thomas presiding. Dan Weigle spoke on "The Soul of the City".

May 10. Campaign opened at 9:30 A.M. All teams reported at the St. Nicholas Hotel at 12:15 for lunch. A total of 773 members were reported the first day. C.W.Otto, managing director of the Chamber of Commerce of Pontiac, Mich., was the principal speaker at the luncheon.

May 11. Luncheon at the St. Nicholas for team workers. Teams reported 419 new members, making a total of 1192 to date. F.A.Perkins, Postmaster of Canton, Ill. was speaker.

May 12. Luncheon at the Leland Hotel at 12:15 with 223 new members, making a total of 1415 to date. Captain J.B.Price, of the American City Bureau was speaker, Chas. W.H.Schuck presiding.

May 13. Teams met at Leland Hotel for luncheon at 12:15 with a report of 236 new members, making a total of 1651 to date. Congressman L.E.Wheeler was speaker.

May 14. Last day of drive, teams met at the Leland Hotel for luncheon, with a report of 2006 members to date. John R. Kneebone, Field Secretary of the American City Bureau arrived in the city to perfect plans for the New Chamber of Commerce.

APPENDIX "B"

The following is list of committees who served during the campaign period.

Campaign Executive Committee: R.C.Lanphier, Chairman, W.H.Bruce, Vice Chairman, I.M.Allen, Oscar Ansell, John A.Barber, A.W.Chapman, E.R. Cogswell, Logan Coleman, W.H.Conkling, J.F. Connelly, James A.Easley, C.F. Handshy, W.P.Jess, Louis M.Myers, George Pasfield, J.L.Pickering, O.G. Scott, Chas. W.H.Schuck, F.E.Shuster, J.Emil Smith, George B.Stadden, Thos. D.Vredenburgh, II, I.A.Weaver, W.F.Workman and Lewis N.Wiggins.

Committee for Get-Together Meeting: Henry Thoma, Chairman, Dr. C. M.Bowcock, A.B. Carswell, Mrs. Chas. F.Clapp, Louis Coe, Jos Mammerslough, L.J.Samuels, Dr. John W. Scott, Mrs. Harry Morgan, Rev. Jos. Straub, Rev. Wm A.Rothenburger, Chas. J.Riefler and A.H.Kerns.

CIVIC DINNER COMMITTEE

Lieut. Gov. Oglesby, Chairman, George Hickox, Mayor, Chas. T.Baumann, Francis G.Blair, Frank S.Dickson, L.L.Emmerson, Dr. E.E.Hagler, E.A.Hall, Rabbi Edw. Israel, P.J.McAnulty, Rt. Rev. Sherwood, Rev. Jos. Straub, and H.C.Swirles.

Following is list of majors, captains and lieutenants who served during the campaign:

MAJOR A. W. CHAPMAN.

Capt. E.E.Cantrall.
Lieut. E.R.Cogswell.
Lieut. Thos. Condon.
Lieut. F. Lindley.
Lieut. Alex Connelly.
Lieut. W. C. Hurst.
Lieut. Adolph Bernard.

Capt. C.H.Robinson,
Lieut. W. L. Chapin.
Lieut. W. H. Bruce.
Lieut. Dr. G.N.Kreider.
Lieut. L. S. Miller.
Lieut. E. G. George.
Lieut. Chas. C. Koehn.

Capt. J. K. Payton.
Lieut. John Barber.
Lieut. E. P. Hill.
Lieut. H. G. Swirles.
Lieut. E. M. Shanklin.
Lieut. Will Taylor.
Lieut. F. P. Schlitt.

Capt. R. C. Bennett.
Lieut. L. W. Coe.
Lieut. H. M. Solenberger.
Lieut. D. L. Barnes.
Lieut. J. F. Connelly.
Lieut. Geo. E. Keys.
Lieut. M.B.Southwick.

Capt. T. P. Luby.
Lieut.Cort.B.Stuart.
Lieut. W.H.Bailey.
Lieut. C. W. Nickey.
Lieut.Henry Midden.
Lieut. D. I. Fogger.
Lieut. Carl Riefler.

Capt. Earl Searcy.
Lieut. C. C. Bierman.
Lieut. Roger Chapin.
Lieut. Roy W. Ide.
Lieut. C. S. Dines.
Lieut. J. E. Hemmick.
Lieut. Rev.W.H.Nicholas.

MAJOR GEORGE A. FISH.

Capt. L. J. Samuels.
Lieut. A. B. Simonson.
Lieut. G. C. Rockwood.
Lieut. Chas. Lange.
Lieut. Henry Bengal.
Lieut. Rufus Lavely.
Lieut. Fred Buck.

Capt. A. H. Kerns.
Lieut. Oscar Ansell.
Lieut. Ray Bahr.
Lieut. F. H. Jewett.
Lieut. Phil B. Kane.
Lieut. F. E. Baker.
Lieut. N. J. Hamilton.

Capt. G. W. Solomon.
Lieut. W. D. Rose.
Lieut. Ed. V. Flaherty.
Lieut. Carl Weisenmeyer.
Lieut. Emmett Poston.
Lieut. Robt. G. Moore.
Lieut. F. C. Bishop.

Capt. C. J. Peterson.
Lieut. H. P. Jones.
Lieut. F. W. Mahoney.
Lieut. J. A. Johnson.
Lieut. Adolph Kunz.
Lieut. W. J. Spaulding.
Lieut. Fred Cresse.

Capt. J.C.Lanphier.
Lieut. Ridgely Hudson.
Lieut. Alvin Keys.
Lieut. Carl D. Franke.
Lieut. W.W.Hill.
Lieut. Leon Fisher.
Lieut. Mose Salzenstein.

Capt. J. R. Tobin.
Lieut. Ralph Lord.
Lieut. H. A. Liedel.
Lieut. Wm. Barnes.
Lieut. Robt. Furlong.
Lieut. J. W. McKee.
Lieut. Lewis Bennett.

MAJOR CHAS. W. H. SCHUCK.

Capt. R. W. Troxell.
Lieut. C. F. Hodgson.
Lieut. R. J. Wilcoxon.
Lieut. James A. Easley.
Lieut. W. P. Whitney.
Lieut. Jos. Bernard.
Lieut. H. L. Patton.

Capt. Latham Souther.
Lieut. George Helmle.
Lieut. Carl Klaholt.
Lieut. H. M. Morriam.
Lieut. W. M. Allen.
Lieut. Warren Colby.
Lieut. Thos.D.Vredenburgh,II.

Capt. H. M. Smith.
Lieut. Louis J. Coe.
Lieut. James A. Jones.
Lieut. O. G. Addleman.
Lieut. O. A. Winterrose.
Lieut. Arthur Weir.
Lieut. F. A. Drake.

Capt. A. D. Mackie.
Lieut. O. B. Scott.
Lieut. C. P. Summers.
Lieut. Geo. Bengel.
Lieut. J. Emil Smith.
Lieut. Pat Gillarde.

Capt. J. H. Lord.
Lieut. Robt.Clarkson.
Lieut. Gilbert McCoy.
Lieut. L. A. Danner.
Lieut. Porter Paddock.
Lieut. E. B. Harris.
Lieut. E. P. Metcalf.

Capt. H. B. Lewis.
Lieut. Frank Simmons.
Lieut. I. M. Allen.
Lieut. J. E. Haenig.
Lieut. A. W. Hillier.
Lieut. J. Leisenring.
Lieut. A. Turner.

MAJOR LOUIS M. MYERS

Capt. S. A. Barker,
Lieut. B. H. Luers.
Lieut. Louis Wiggins.
Lieut. J. C. Johnston.
Lieut. J. A. Morton.
Lieut. O. Irwin.
Lieut. R. H. McAnulty.

Capt. Wm. Marlowe.
Lieut. E. J. Seward.
Lieut. John Rodenburg.
Lieut. R. R. Levine.
Lieut. Louis Roberts.
Lieut. W. E. Claypool.
Lieut. K. R. Ennenga.

Capt. W. H. Bray.
Lieut. F. T. Kalb.
Lieut. Wm. Meteer.
Lieut. R.C. Williams.
Lieut. W. S. Trumbo.
Lieut. C. D. Graves.
Lieut. D. Schwengles.

Capt. A. W. Wolfe.
Lieut. Fred Willhite.
Lieut. D. S. Benjamin.
Lieut. L. J. Senesac.
Lieut. M. J. Platt.
Lieut. B. D. Meredith.
Lieut. Ed. Redlich.

Capt. A. B. Carswell.
Lieut. George Hickox.
Lieut. Wm. Ackerman.
Lieut. A. J. Barnes.
Lieut. J. P. Springer.
Lieut. Geo. Cheatle.
Lieut. A. Gottschalk.
Lieut. Chas. R. Lenz.

Capt. H. B. Hill.
Lieut. Dr. John Neal.
Lieut. J.E. George.
Lieut. R. E. Hatcher, Jr.
Lieut. W.B. Robinson.
Lieut. Fred Wanless.

MAJOR WM. HIBBS

Capt. F. E. Shuster.
Lieut. Roy Troxell.
Lieut. Ralph Baker.
Lieut. H. E. Dill.
Lieut. Addison Corne au.
Lieut. Chas. R. Jones.
Lieut. Wm. Ballard.
Lieut. Geo. Wienold.

Capt. J. W. Scott.
Lieut. Chas. Wanless.
Lieut. H. J. Bliss.
Lieut. Rev. J.T. Thomas.
Lieut. C. W. Milligan.
Lieut. J. Clyde Evans.
Lieut. Dr. T. J. Knudson.

Capt. Henry Thoma.
Lieut. Jos. Hammerslough.
Lieut. H.S. Bekemeyer.
Lieut. Rev. Jos. Straub.
Lieut. D. L. Giffin.
Lieut. Carl Luers.
Lieut. C.J. Wetterer.

Capt. J. W. Armbruster.
Lieut. W. F. Workman.
Lieut. O.F. Davenport.
Lieut. Rabbi E. Israel.
Lieut. Harvey T. Culp.
Lieut. Frank Springer.
Lieut. C. W. Saw yer.
Lieut. Ray Stout.

Capt. Carl M. Reisch.
Lieut. Harry Morgan.
Lieut. G.K. Larrimore.
Lieut. Wm. Bernard.
Lieut. R. B. Flesch.
Lieut. L. J. Pulliam.
Lieut. F. N. Gadert.
Lieut. Carl Elshoff.

Capt. R.M. Dockum.
Lieut. C.F. Clapp.
Lieut. Sam Farrand.
Lieut. L. E. Fayart.
Lieut. Geo. W. Bunn.
Lieut. J. W. Sexton.
Lieut. Wilbur Morris.
Lieut. C. E. Solle.

MAJOR W. J. MEHAN

Capt. W. E. Farney.
Lieut. H.C. Harris.
Lieut. Burton M. Reid.
Lieut. Dave Walsh.
Lieut. R. V. Prather.
Lieut. Jos. Schafer.

Capt. E. L. O'Brien.
Lieut. J.J. Donelan.
Lieut. Ray Fogarty.
Lieut. Edw. Egan.
Lieut. J.H. Furlong.
Lieut. W. B. Irvine.
Lieut. C. R. Graham.

Capt. C. Fisherkeller.
Lieut. John Lutz, Jr.
Lieut. Robt. Furlong.
Lieut. Leslie Pefferle.
Lieut. Miles Roche.
Lieut. Chas. Schnepp.
Lieut. Elmer Baum.

Capt. J. W. Whalen.
Lieut. H. Hofferkamp.
Lieut. W. C. Henry.
Lieut. W. H. Ackerman.
Lieut. Sam Robinson.
Lieut. J.W. Lynch

Capt. Paul Burns.
Lieut. W. L. Conner.
Lieut. Van Iles Cole.
Lieut. G. W. Yoder.
Lieut. Harry E. Stout.
Lieut. L. A. White.
Lieut. Jas. J. Graham

Capt. E. C. Carroll.
Lieut. Hugh Allison.
Lieut. M.M. Emmerick.
Lieut. A. W. Luers.
Lieut. J.A. Londrigan.
Lieut. Henry Dirkson.
Lieut. Jas H. Moon.

APPENDIX "C"

Memberships secured by campaign teams during campaign of week May 10th to 14th.

MAJOR A. W. CHAPMAN

Capt. E. E. Cantrall,	40
Capt. T. P. Luby,	18
Capt. R. C. Bennett,	47
Capt. J. K. Payton,	30
Capt. C. H. Robinson,	44
Capt. Earl Searcy,	38
Division Total	217

MAJOR GEORGE A. FISH.

Capt. L. J. Samuels,	22
Capt. J. C. Lanphier,	33
Capt. C. J. Peterson,	25
Capt. G. W. Solomon,	37
Capt. J. R. Tobin	18
Capt. A. H. Kerns,	27
Division Total	162

MAJOR C.W.H.SCHUCK

Capt. R. W. Troxell,	109
Capt. J. H. Lord,	50
Capt. A. D. Mackie,	136
Capt. H. M. Smith,	53
Capt. Latham Souther,	29
Capt. H. B. Lewis,	52
Division Total	429

MAJOR LOUIS M. MYERS

Capt. S. A. Barker,	53
Capt. W. H. Bray,	24
Capt. A. B. Carswell,	42
Capt. Wm. Marlowe,	33
Capt. A. W. Wolfe,	76
Capt. H. B. Hill,	35
Division Total	263

MAJOR WILLIAM HIBBS

Capt. F. E. Shuster,	51
Capt. Henry Thoma,	24
Capt. C. M. Reisch,	32
Capt. J. W. Scott,	77
Capt. J. W. Armbruster,	98
Capt. R. M. Dockum,	17
Division Total	299

MAJOR W. J. MEHAN

Capt. W. E. Farney,	25
Capt. Paul Burns,	33
Capt. E. L. O'Brien,	18
Capt. J. W. Whalen,	27
Capt. E. C. Carroll,	10
Division Total	113

RECAPITULATION.

Major W. J. Mehan	113
Major George A. Fish	162
Major A. W. Chapman	217
Major Louis M. Myers	263
Major William Hibbs	299
Major C.W.H.Schuck	429
Executive Committee	524
Grand Total	2008

APPENDIX "D"

Following is list of committees who served during organization period.

Committee on Committees: W.M.Price, J. Emil Smith, E.R.Cogswell and C.W.H.Schuck.

Civic Forum: E.R.Cogswell, chairman, J. Emil Smith, C.W.H. Schuck, Robt. W. Troxell, Chas. G. Briggle, Rev. John T.Thomas and R.M.Dockum.

Election: Adolph Bernard,chairman, Dr. J.W.Scott, Henry Ettlebrick, Rev. Lester Leake Riley, Chas. Clapp, Roy Troxell and W. D. Rose.

By-Laws: R.C.Bennett, chairman, I.M.Allen, John L.Pickering, W. F. Workman and George A. Fish.

Auditing: Logan Coleman, chairman, David Walsh and Frank Wynkoop.

Equipment: O.G.Scott, chairman, Jos.Hammerslough and George B. Stadden.

Membership meeting: Rob.W.Troxell,chairman, Hal M. Smith, J.H. Lord, L.J.Samuels, A.B.Carswell, S.A.Barker, Pat Gillarde, H.B. Lewis and Oscar Putting.

Group Meeting Chairmen: W.H.Bruce, general chairman, A.W.Chapman, T.J.Condon, D.I.Fogger, Lon W. Coe, J.K.Payton, C.H.Robinson, Rev. W.H.Nicholas, G.C.Rockwood, Ridgely Hudson, Willis J.Spaulding, W.D.Rose, A.H.Kerns, H.A.Liedel, E.L.Patton, Porter Paddock, A.D.Mackie, James A. Jones, Walter M. Allen, D.E.Greig, R.H.McAnulty, William Meteer, Arthur H.Gottschalk, William Marlowe, A.W.Wolfe, M.J.Platt, W.B.Robinson, F.E.Shuster, Rev.Jos.C.Straub, Rev.Thomas Fennessy, Dr. C.W.Milligan, D.F.Davenport, R.M.Dockum, W.E.Farney, Leslie Pefferle, James J. Graham,

[illegible]

[illegible] period.

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

Rev. Wm. Rothenburger, W. H. Ackerman, Rev. F. S. Mazir and John Friedmeyer.

Board of Directors: Oscar Ansell, John A. Barber, W.H.Bruce, James A. Easley, R.C.Lanphier, Chas.W.H.Schuck, I.A.Weaver, for a period of two years, and I.M.Allen, A.W.Chapman, Logan Coleman, Ernest H. Helmle, F.E. Shuster, Lewis N. Wiggins, W.F.Workman, for a period of one year.

Officers: Charles W.H.Schuck, President, W.H.Bruce, 1st Vice-President, I.A.Weaver, 2nd. Vice-President and James A. Easley, Treasurer.

Committee on Committees for 1920: C.W.H.Schuck, Chairman, W.H.Bruce, E.R.Cogwell, W.H.Conkling, O.F.Davenport and J. Emil Smith.

APPENDIX "B"

Following is list of meetings held during organization.

May 17th. Meeting of Executive Committee held in the Chamber of Commerce rooms in the city hall. Discuss general organization plans. Appoint committee on committees.

May 18th. Meeting of committee on committees to appoint all organization committees.

May 25th. Group Meeting Chairmen held luncheon at St. Nicholas Hotel, to make final arrangements for Group Meeting to be held at the High School on June 4th.

May 26th. First membership meeting held at the High School, Frank E.Hering of South Bend, Ind. spoke on "Where are we going?"

May 31st. Ballots mailed for nomination of Board of Directors.

June 3rd. Primary election closed.

June 4th. Final ballots for election mailed.

June 7th. Group meetings at High School.

June 8th. Polls in final election closed resulting in the election of the present Board of Directors.

June 9th. Forum luncheon held at the St.Nicholas Hotel, Charles G. Briggle, presiding. Subject for discussion was "The Agricultural Situation in Sangamon County." Rev.John T. Thomas, Leader of Discussion. Meeting of the Board of Directors in the Chamber of Commerce offices. Election of present officers.

June 10th. Farm Committee luncheon held at the St. Nicholas Hotel.

June 12th. Meeting of Board of Directors. Appointment of Committee on Committees to aid the President.

June 16th. Forum luncheon at the St.Nicholas Hotel. Chas.W.H.Schuck, presiding, Lucius E. Wilson, Vice-Pres.American City Bureau, spoke on "Co-Operation." Meeting of Board of Directors.

June 17th. Meeting of Board of Directors.

APPENDIX "F"

Primary Election.

Number of votes received by nominees for Board of Directors, June 3, 1920.

Name	Votes
Lanphier, Robert	352
Schuck, C. W. H.	297
Easley, Jas. A.	228
Barber, John A.	202
Bruce, W.H.	202
Schuster, F. E.	166
Mackie, A. D.	163
Helmle, Ernest,	140
Conkling, W.H.	134
Chapman, A. W.	123
Smith, J. E.	171
Scott, O. G.	130
Workman, W. F.	125
Wiggins, Louis N.	122
Weaver, I. A.	126
Cogswell, E. R.	118

Allen, I. M.	122	
Ansell, Oscar	118	
Hay, Logan	115	(Resigned)
Spaulding, W. J.	112	
Holbrook, J. H.	110	
Coleman, Logan	109	
Luby, T. P.	102	
Myers, Louis	101	(Resigned)
McCreery, John	98	(Resigned)
Troxell, Robert	95	
Pasfield, George	93	

Alternates

Hemmick, J. E.	82
Blackstock, Ira	31
Davenport, O.F.	80

FINAL ELECTION

Number of votes received by nominees in Final Election, June 8th.

Name	Votes
I. M. Allen	427
Oscar Ansell	499
John A. Barber	554
Ira B. Blackstock	340
W. H. Bruce	486
A. W. Chapman	432
E. R. Cogswell	373
Logan Coleman	410
W. H. Conkling	345
C. F. Davenport	227
James A. Easley	529
E. H. Helmle	435
J. E. Hemmick	264
J. H. Holbrook	288
W. B. Jess	322
R. C. Lanphier	564
T. P. Luby	357
A. D. Mackie	348
George Pasfield	337
Chas. W. H. Schuck	675
O. G. Scott	390
F. E. Shuster	477
J. Emil Smith	396
Willis J. Spaulding	378
Robert W. Troxell	371
I. A. Weaver	528
L. N. Wiggins	430
W. F. Workman	406

Following declared Elected.

Two Year Period	One Year Period.
Oscar Ansell	I. M. Allen
Jno. A. Barber	A. W. Chapman
W. H. Bruce	Logan Coleman
James A. Easley	E. H. Helmle
R. C. Lanphier	F. E. Shuster
Chas. W. H. Schuck	L. N. Wiggins
I. A. Weaver	W. F. Workman

Officers elected by Board for 1920.

Chas. W. H. Schuck, President,
W. H. Bruce, 1st Vice-President.
I. A. Weaver, 2nd Vice-Pres.
James A. Easley, Treasurer.

APPENDIX "C"

CONSTITUTION AND BY-LAWS.

As approved by membership in mail referendum vote ending May 28th,1920, and adopted by Board of Directors on May 28th, 1920.

CONSTITUTION

ARTICLE 1. NAME.

This Organization shall be known as the Springfield Chamber of Commerce.

ARTICLE 11. OBJECT.

The object of the Springfield Chamber of Commerce shall be to promote the economic, civic and social welfare of the people of Springfield, Illinois, and vicinity.

ARTICLE 111. MEMBERSHIP.

1. All persons who sympathize with the object of the Springfield Chamber of Commerce shall be eligible to membership.

2. The procedure with respect to admission to and the exercise of the privileges of membership shall be as specified in the By-Laws.

ARTICLE IV. GOVERNMENT.

1. The government of the Springfield Chamber of Commerce shall be vested in a board of fourteen (14) directors, who shall be nominated and elected in the manner described in the By-Laws, which are hereby authorized.

ARTICLE V. MEETINGS.

1. The annual meeting of the Springfield Chamber of Commerce shall be held on the second Tuesday in April of each year, the place and hour to be designated by the Board of Directors.

2. Meetings of the members may be held at such other times as the President or Board of Directors may determine, or upon the written request of five per cent of the members in good standing, provided that when called otherwise than by the President or the Board of Directors, the notice shall contain a statement of the purpose of the meeting, and shall be issued at least two days preceding the meeting.

3. Upon the request in writing of five per cent of the members in good standing, the Board of Directors shall, or upon its own initiative may, submit a question to the members for a mail referendum vote, the ballot for such vote to be accompanied by briefs stating both sides of the question.

ARTICLE VI. FUNDS.

1. The Board shall have power to sue and be sued, hold, sell, lease or mortgage real estate, to incur debts, to borrow money, giving therefor notes of the corporation signed by one or more officials duly authorized by the Board for that purpose, and may enter into contracts of any kind, furthering the purposes of the Springfield Chamber of Commerce.

ARTICLE VII. AMENDMENTS.

1. This Constitution may be amended by a majority vote of the members in good standing voting in a mail referendum in which the proposed amendment in detail as a part of the official ballot, provided that at least seven days shall elapse between the mailing of the ballot and the close of the polls; provided further that a meeting of the membership to discuss any proposed amendment shall be held at least four days before the close of the polls, the call for such meeting being mailed the membership with the ballot.

BY-LAWS.

ARTICLE 1. MEMBERSHIP.

1. Any person, association, corporation, partnership or estate may subscribe for one or more memberships in the Springfield Chamber of Commerce by undertaking to pay the annual dues therefor. In the case of a subscription for one or more than one membership, each such membership, when assigned to an individual, shall entitle the holder to the full privileges of membership.

2. The membership fee shall be $25.00 per annum, payable annually, semi-annually, or quarterly in advance.

3. Members may be elected by the Board of Directors at any meeting of the Board. A two-thirds vote of those present shall be necessary to elect.

4. Following their admission, members must pay membership dues for at least one quarter in advance before being permitted to exercise the privilege of membership.

5. Subject to the approval of the Board of Directors, any subscriber for one or more than one membership shall have the right to change any or all of his assignments upon thirty days written notice to the Springfield Chamber of Commerce.

6. Any member may be expelled by the Board of Directors by a two-thirds vote for non-payment of dues; or after notice and opportunity for hearing for conduct unbecoming a member.

7. Any member, upon written request to the Board of Directors, accompanied by a remittance covering the full amount due on his membership pledge may resign from the Springfield Chamber of Commerce.

8. The death of a member shall, and the removal of his residence, from the city or vicinity may, cancel his membership pledge.

ARTICLE 11. ELECTION OF DIRECTORS.

1. Voting shall be by individuals only, and no member shall cast more than one vote. Persons to whom memberships have been assigned shall vote as individual members.

2. Following their election, members must pay membership dues for at least one quarter in advance before being permitted to vote at an election.

3. (A) Nominations shall be made prior to the election by means of a direct primary. A ballot accompanied by the membership roster shall be mailed to each qualified member and upon it each member may designate as many candidates as there are directors to be elected.

(b) From the candidates receiving the highest number of votes in the primary, twice the number of directors to be elected shall be declared nominated and their names shall be placed on the official ballot. At the final election, candidates receiving the highest number of votes to the number of vacancies to be filled, shall be declared elected.

(c) In the first election twenty-eight (28) candidates shall be nominated and fourteen (14) elected, the seven (7) receiving the highest vote being elected for two years and the remainder for one year. In subsequent elections fourteen (14) candidates shall be nominated and seven (7) elected for a term of two years. Each additional vacancy to be filled due to temporary appointment under Article 111, Section 1, will add two (2) candidates to the number to be nominated and one (1) to the number to be elected.

(d) In cases of a tie in the last place, either in the primary or official election, the selection shall be made by lot, under the direction of the committee in charge of the election.

4. The members shall vote by mail or in person, by secret ballot in conformity with such additional rules and regulations as the Board of Directors may adopt.

ARTICLE III. VACANCIES.

1. Vacancies, by resignation or otherwise, in the Board of Directors, shall be filled by the Board only until the next general election, at which time the membership shall elect a Director or Directors for the remainder of the unexpired two-year term or terms.

2. Directors elected on any regular ballot may not succeed themselves as directors until a period of one year has elapsed from the end of their last term of service. This does not apply to those who have been appointed to fill vacancies under the provision of Article III, Sec. 1.

ARTICLE IV. OFFICERS.

1. Within ten days after the annual election, the Directors shall meet and elect officers for the ensuing year, a President, one or more Vice-Presidents, and a Treasurer. All of the officers must be members of the Board, except the Treasurer, who may or may not be a member of the Board. Subsequently, the Board shall employ a Manager who shall be Secretary and whose compensation shall be determined by the members of the Board.

2. The Treasurer and the Manager shall each furnish surety bonds in such amounts as the Board of Directors shall deem necessary, the cost to be paid by the Springfield Chamber of Commerce.

3. The duties of the officers shall be such as their titles, by general usage, would indicate, and such as required by law, and such as may be assigned to them respectively by the Board of Directors from time to time.

4. The President, Vice Presidents and Treasurer shall not be eligible to succeed themselves as officers until a period of one year has elapsed from the end of their last term of service. This does not prohibit a Vice-President from being eligible for the presidency.

ARTICLE V. COMMITTEES.

1. The Board of Directors shall authorize and define the powers and duties of all committees.

2. The President shall appoint all committees subject to confirmation by the Board of Directors.

ARTICLE VI. MEETINGS.

1. At all meetings, five per cent of the members in good standing shall constitute a quorum.

2. The Board of Directors shall meet at regular periods. Absence from three consecutive regular meetings without an excuse deemed valid and so recorded by the Board of Directors, shall be construed as a resignation.

3. A special meeting of the Board of Directors may be called at any time by the President or by three Directors, provided that when called otherwise than by the President, a call shall be issued to each Director stating the purpose of the meeting, not less than three hours preceding the meeting.

4. At all meetings of the Board of Directors a majority shall constitute a quorum.

5. At committee meetings, a majority shall constitute a quorum, except that when a committee consists of more than nine members, five shall constitute a quorum.

6. All questions of parliamentary procedure shall be settled according to Robert's Rules of Order.

ARTICLE VII. FISCAL YEAR.

1. The fiscal year shall end the last day of April.

ARTICLE VIII. AMENDMENTS.

1. These By-Laws may be amended by a majority vote of the members in good standing voting in a mail referendum in which the proposed amendment is stated in detail as a part of the official ballot; provided, that at least seven days shall elapse between the mailing of the ballot and close of the polls; provided, further that a meeting of the membership to discuss any proposed amendment shall be held at least four days before the close of the polls, the call for such meeting being mailed the membership with the ballot.

APPENDIX "E"

SUGGESTION FOR FUNCTIONALIZED STAFF- SPRINGFIELD CHAMBER OF COMMERCE

MANAGER-

1. Board of Directors
2. General Policy
3. Direction of Program of Work Activities
4. Committee on Committees
5. Official Representative of Chamber of Commerce
6. Special Committees.

MEMBERSHIP SECRETARY-

1. Membership solicitation
2. Maintain membership interest
3. Conduct Forum Meetings
4. Special Committees.

PUBLICITY MANAGER

1. General Publicity
2. General Research Work

OFFICE MANAGER.

1. Manager clerical force
2. Supervise Credit Bureau
3. Book-keeper
4. Meets callers
5. Information.

MANAGER'S STENOGRAPHER

1. Manager's dictation
2. Assistant to Office Manager

MEMBERSHIP SECRETARY'S STENOGRAPHER

1. Membership Secretary's dictation
2. Membership records
3. Call Committees and Board to meetings.

1 OFFICE CLERK

1. Assist in dictation
2. General Office Work.

Account	Trial Balance Dr.	Trial Balance Cr.	Income Account Expense	Income Account Income	Balance Sheet Assets	Balance Sheet Liabilities
1920 Membership Dues Receivable	26,005.12				26,005.12	
1920 Income		50,175.00	# 5,017.50	50,175.00		# 5,017.50
General Cash	11,081.12				11,081.12	
Liberty Bonds & War Stamps	1,415.00				1,415.00	
Centennial Coins in Bank	2,152.00				2,152.00	
Centennial Coins Sale Account	512.28		512.28			
Municipal Xmas Fd.		294.36		294.36		
1919 State Fair Fund		1,231.29		1,231.29		
Petty Cash on hand	25.00				25.00	
1920 Organization Expense	6,447.07		6,447.07			
1921 Organization Expense	3,000.00				3,000.00	
1922 " Expense	2,500.00				2,500.00	
Salaries	1,154.50		1,154.50			
Telephone & Teleg.	20.70		20.70			
Postage	231.41		231.41			
Office Supplies	27.32		27.32			
Furniture & Fixtures	25.00				25.00	
Printing	36.00		36.00			
Credit Rating Dept.	100.00				100.00	
Court Bulletin	39.00				39.00	
Profit & Loss		3,394.33		3,394.33		
Conventions	21.00		21.00			
Entertainment	118.31		118.31			
Membership Meetings	184.15		184.15			
			13,770.24	55,094.98	46,342.24	5,017.50
Balance			41,324.74			41,324.74
Totals	55,094.98	55,094.98	55,094.98	55,094.98	46,342.24	46,342.24

#(See Explanation in Appendix "J")

APPENDIX "J"

ANALYSIS OF FINANCIAL STATEMENT.

In Appendix "I" is recorded the financial condition of the Springfield Chamber of Commerce on June 25, 1920.

It will be noted that this statement is divided in three parts. 1.-Trial Balance. 2-Income Account. 3-Balance Sheet.

The Trial Balance, of course, shows only the balances on the various ledger items at this time. The Income Account tabulates those items from the trial balance which can be classed as expense or income. For example, all of the running expenses of the organization are listed in the income account in the expense column. In addition to these items the expense column at this time contains an item under 1920 income of $5,017.50, which does not appear in the trial balance as it has arbitrarily fixed figure for possible shorinkage, any membership dues receivable being 10% of the total probable income from membership dues. The centennial coin sale account item of $512.28 is listed as an expense being the balance still to be made up by this account to cover the loan from the 1919 State Fair Fund when coins were bought sometime ago. On the income columns we find listed the total probable 1920 income for memberships and also the income turned over to the Chamber from the Municipal Christmas Fund, the 1919 State Fair Fund and the profit item of $3,394.33 turned over from the old Chamber of Commerce. It will be noted that the income exceeds expense by $41,324.74 even after deducting the 10% for shrinkage in membership receivable. This item is the total available for the remaining ten months of the year but it must be remembered in passing that bills for goods purchased during June are not included in this statement, as the accounts had not been received when the statement was drawn.

Under the balance sheet are listed the assets and liabilities of the organization. Under assets are listed the membership dues still receivable, against which in the liability column is the shrinkage item of $5,017.50, the cash on hand, the liberty bonds, centennial coins in the bank, petty cash and furniture and fixtures. All of the above items are easily understood. In addition there are the following items which appear in the asset column. 1921 and 1922 organization expense amounting to $5500.00 is listed here. This is carried as an asset rather than as an expense because the cost of the reorganization campaigns should properly be charged over the three year period. It will be noted in in the expense column of the income account that 1920 revenue has been charged $6,447.07 which was considered this year's share of the reorganization expense. By carrying the 1921 and 1922 organization expense as assets, loans may be secured on these items toward the end of the first year as long as the Board has kept within the prescribed budget in the meantime. In other words, if the allowable monthly expense of the organization were $3,000 sometime during the 11th month of the first year it would be proper to borrow against 1921 and 1922 income for the amount of the organization expense paid out of 1920 cash but charged to 1921 and 1922 income. These loans would be immediately repaid on the receipt of the membership dues at the beginning of the second year. The same procedure with respect to the 1922 organization expense item would be permissible at the end of 1921 year at which time $2500.00 might be borrowed against 1922 income to be repaid when the 1922 dues are collected. This plan spreads the burden of the campaign expense over the three year period, placing the larger part, however, against the first year

because the general running expense of the organization for the first couple of months following the reorganization will naturally be very light. The last two items in the asset column, credit rating department $100.00 and Court Bulletin $39.00 are carried as assets, as it is presumed that when the credit rating department and court bulletins are placed on a self-sustaining basis this will date back to the beginning of the 1920 fiscal year and the receipts for use of these two items will wipe out these figures. On the other hand if it is decided not to date back the charges for these items they should properly be included in the expense column of the income account.

APPENDIX "K"

Income from 2000 members at $25.	50,000.00	
Less possible shrinkage of 10%	5,000.00	
Net Probable Income		45,000.00
Organization Expense	2,500.00	
To A.C.Bureau from 1920 Income	4,000.00	6,500.00
		38,500.00

Fixed Expenses (Estimated)

Salaries		
Manager (10 months)	6,000.00	
Membership Secretary (10 months)	2,500.00	
Publicity Manager	2,000.00	
Office Manager	1,600.00	
Manager's Stenographer	1,200.00	
Membership Secretary's Steno.	1,000.00	
2 Office Stenographers	2,000.00	16,300.00
Quarters		2,000.00
Light		240.00
Furniture and Equipment		2,000.00
Office Supplies		400.00
Printing (Bulletin not included)		1,500.00
Postage		1,500.00
Traveling Expenses		600.00
Dues, periodicals, etc.		400.00
Telephone and Telegraph		450.00
Total Fixed Expense		25,390.00
Probable Balance available for special committee appropriations, entertainments, speakers and other special purposes.		13,110.00

Note:

In figuring the above Budget, the amount allowed for probable shrinkage is large. It is however included at this high figure to serve as a safety margin for the organization in spending money during the first few months of the year. If, near the end of the year collections are coming in better than the above provides for, the budget may be adjusted to handle this additional income.

APPENDIX "A"

SPECIAL SERVICE.

A detailed report has been presented the Board of Directors relative to the credit rating department and court bulletin. Reference to this report will show that these services consumed almost one-third of the total income of the Chamber of Commerce last year. It will also show that eleven firms who paid into the organization about $500.00 in membership dues received back in direct service from the credit rating department 80 per cent of the total service reached by this department costing $995. It will also be noted that some firms received as much as six times as much service as they paid in dues during this time and that the same ratio is being continued even under the new membership figures in some cases. At a recent meeting of the Board of Directors it was decided that in the future all special service should be paid for by the parties using same in order that the general income of the Chamber of Commerce might be used for the equal benefit of all members. The same general statement will cover the conduct of any special service such, for example, as a traffic bureau or a convention bureau. Information can be secured from the following organizations with regard to the conduct of self-supporting bureaus. Flint Board of Commerce, Traffic Department, and Retail Merchants Department, Columbus Chamber of Commerce, Retail Merchants Department, and Convention Bureau; St.Louis Chamber of Commerce, Convention Bureau. Names of a great many additional organizations which render special service but do so on a self-supporting basis can be secured from the research department of the American City Bureau, Tribune Building, New York City.

APPENDIX "W"

BIBLIOGRAPHY FOR PROGRAM OF ACTIVITIES

On the following pages will be found numerous references and sources of information relating directly to the activities in the Springfield Chamber of Commerce program. Additional references can be secured from time to time by writing the Research Department of the American City Bureau, Tribune Building, New York City.

It will be noted that a large number of references are made to the American City Magazine. As the Springfield Chamber has a file of this magazine covering several years, these references should furnish considerable material.

Major Plank 1.

STREET LIGHTING

REMOVAL OF OVERHEAD WIRES

1. Issued by the Research Division of The American City Bureau:

   General Report #107, "Elimination of Overhead Wires".

2. Books:

   American Municipal Progress, Charles Zueblin, MacMillan Co., pp. 62-72, 405.

3. Pamphlets:

   (a) List of References on Street Lighting from Jan. - Feb. issue, Special Libraries Magazine, 130 Peterboro St.,Boston, Mass.
   (b) Selecting a System of Lighting, from the April 1919 issue of Pacific Municipalities, Pacific Bldg., San Francisco, Calif.

4. Organizations:

   (a) National Electric Light Association, 29 West 39th St., New York City.
   (b) Bureau of Standards, Electrical Division, Washington, D.C.

5. Periodicals:

   (a) The General Electric Review, Monthly, Schenectady, N.Y., contains frequent articles on street lighting. See especially "Street Lighting with Modern Electric Illuminants" Dec., 1917.
   (b) The Electrical World, weekly, 10th Ave. and 36th St., New York City publishes much of interest. "Tendencies in Street Lighting Practice" started in the September 2, 1916 issue is particularly valuable.
   (c) The advertising pages of THE AMERICAN CITY refer to manufacturers of equipment from whom publications and information can be obtained.

6. The following articles in THE AMERICAN CITY:

	Issue	Page
Modern Electric Street Lighting,	Mar. 1918	341-6
Economy Effected Under Municipal Control of Street Lighting in Medford, Ore.	July 1918	44 -7

	Issue	Page
Modern Ornamental Street Lighting System,	June 1919	535-7
New Street Lighting System in the City of Niagara Falls,	July 1919	17-9
Modern System of Street Lighting Combine Beauty and Utility,	Oct. 1919	309-13
Unique Lighting System for Saratoga Springs,	Nov. 1919	418
Electric Lighting Cables Placed Underground	Nov. 1919	437-8
Lighting the Business District of San Francisco,	Dec. 1917	511-2

7. The American City Pamphlets:

No. 109 A Notable Development in Ornamental Street Lighting, 10¢
No. 184 Modern System of Street Lighting Combine Beauty and Utility, 20¢

Major Plank 1.
Major Plank 5.
STREETS
STREETS IMPROVEMENTS
Paving
STREETS AND SIDEWALKS

1. Books:

(a) Location, Construction, and Maintenance of roads, John M. Goodell; Van Nostrand.
(b) The Construction of Roads and Pavements, T.R. Agg; McGraw-Hill.
(c) Treatise on Roads and Pavements, Ira O. Baker; John Wiley & Sons.
(d) American Highway Engineers' Handbook, A.H. Blanchard; John Wiley & Sons.
(e) Elements of Highway Engineering, Arthur H. Blanchard; $3.00, John Wiley & Sons.
(f) Highway Inspectors' Handbook, Prevost Hubbard; John Wiley & Sons.
(g) Modern Asphalt Pavement, Ira O.Baker; John Wiley & Sons.
(h) Concrete Roads and Pavements, E.S.Hanson; $1.50. The Cement Era Publishing Co.
(i) Practical Street Construction, Folwell; Municipal Journal and Engineer.

2. Pamphlets:

(a) Annual Report, Board of County Road Commissioners, Wayne County, Mich.
(b) Bitulithic Pavements, Warren Bros., 148 Berkeley St., Boston, Mass.
(c) Specifications for Street Asphalt and Block Pavements, Bureau of Highways, Department of Public Works, Phila., Pa.

3. Organizations:

(a) United States Office of Public Roads and Rural Engineering, Department of Agriculture, Washington, D.C.
(b) The Portland Cement Association, Ill. W. Washington St., Chicago,Ill.
(c) The National Brick Manufacturers Ass'n., Engineers' Building, Cleveland, Ohio.
(d) American Society of Municipal Improvements, Charles C. Brown, Sec'y.
(e) Highway Industries Association, H.G. Shirley, Sec'y., 1311 G. St., N.W. Washington, D.C.
(f) Asphalt Association, 15 Maiden Lane, New York City.

4. Periodicals:

(a) The Town and County Edition of the American City, monthly, New York City; $3.00.
(b) Good Roads, weekly, E.L. Powers Co., 150 Nassau St., New York City.
(c) Public Roads, monthly, Bureau of Public Roads, Washington, D.C.
(d) Concrete Highway Magazine, Portland Cement Association, 111 W. Washington St., Chicago, Ill.
(e) Dependable Highway, Engineers' Building, Cleveland Ohio.
(f) Successful Methods, monthly, Manufacturers' Publicity Bureau, Chicago, Ill. (no charge)

5. The following articles in THE AMERICAN CITY:

	Issue	Page
Sheet Asphalt Pavements, Daniel T. Pierce,	Aug. 1915	118-24
Asphalt Block Pavements, Edwin J. Morrison,	Oct. 1915	324-31
Bituminous Macadam Pavements, Philip B.Sharples,	Nov. 1915	399-404
Vitrified Brick Pavements, Will P. Blair,	Dec. 1915	512-15
Concrete Pavements, W.A. McIntyre,	Jan. 1916	26-33
Granite, Zenas W. Carter,	Feb. 1916	139-44
Wood Blocks, H.S.Loud,	Mar. 1916	263-66
Present Practice and Regulations Pertaining to Pavement Openings,	Mar. 1917	227-30
A Summary of Municipal Activities,	Apr. 1917	335-5
Contracts and Specifications for Paving,	June 1917	608-11
Sheet Paving and Maintenance Methods in Chicago,	Feb. 1918	103-7
The Importance of Inspection of Paving Materials.	Apr. 1918	298-300
Methods of Paying for Street Paving,	Oct. 1918	267-70
The Design of Street Improvements,	Nov. 1919	355-9
How Will Our Cities Pay For Future Improvements and Public Services,	Dec. 1918	451-3
Repairing Concrete Roads,	Feb. 1919	173-5
The Construction of Modern Brick Pavements,	Apr. 1919	359-63
Efficiency of Bituminous Surfaces and Pavements Under Motor Truck Traffic	May 1919	455-8
The Cold Repair Method of Mending Roads,	June 1919	573-3

Cleveland Underdrains
All New Pavements, July 1919 9-11

The Town and County Edition of THE AMERICAN CITY makes a specialty of rural roads and a complete file should be consulted.

6. The American City Pamphlets:

No. 125 Handicaps to Legal Bond Issues, 10¢
" 133 Sheet Asphalt Pavements, 15¢
" 138 Precautions to be Used in Securing Successful Bituminous Macadam Pavements, 15¢
" 151 The Assessments of Benefits and Damages in Street Proceedings, 15¢

Major Plank 1.

TRANSPORTATION

TROLLEY SERVICE

1. Books:

   a. Cost of Urban Transportation Service, F.W.Doolittle; $3.50, American Electric Railway Association.
   b. Street Railway Fares, Jackson and McGrath; $2.65, McGraw-Hill.
   c. American Municipal Progress, Charles Zueblin, Macmillan Chapter III.
   d. Report on the Pittsburgh Transportation Problem, Bion J. Arnold, Major's Office, Pittsburgh.
   e. Municipal Franchises, Dolos F. Wilcox, Vol. 11, Engineering News Book Dept.
   f. Railroad and Sheet Transportation, Ralph D. Fleming; $.25 Cleveland Foundation.

2. Pamphlets:

   a. The Transit Problems of New York City, Dolos F.Wilcox, Elmhurst, L.I., N.Y.
   b. A study of Roading Street Car Service by John P.Fox, and Preceding Reports of the Transportation Committee, published by the Chamber of Commerce, January, 1916.
   c. The City's Problem of Street Transportation, Bulletin No.5 Citizens Research League, Winnipeg, Man.,Can.
   d. Transit Problems for Bethlehem, Pa. and vicinity, by Delos F. Wilcox, covers the investigation of the street car service in that city. It can probably be obtained on application to Mr. A.H. Buck, Secretary, Chamber of Commerce, Bethlehem, Pa.

3. Organizations:

   The American Electric Railway Association, 8 W.40th St., New York City.

4. Publications:

   a. Aera, The American Railway Assoication, 8 W. 40th St., New York City.
   b. Electric Railway Journal, 10th Ave. & 36th St.,N.Y.C.
   c. The Stone and Webster Journal, Stone and Webster, Boston.

5. The following articles in THE AMERIAN CITY:

	Issue	Page
Problems of Reconstruction with Respect to Urban Transportation	Dec. 1918	440-4
How will Our Cities Pay for Future Improvements and Public Services	Dec. 1918	451-5
	Jan. 1919	43-47

Rate Regulation Where Franchises Have Expired	Mar.1919	316-8
What Shall We Do With the Street Railway	Apr.1919	334-6
Experimental Zone for New Jersey Street Railways	Sept.1919	353-5
The Motor Bus for City Service	Nov. 1919	411-3

6. The American City Pamphlets:

No. 113 Relation of the Motor Bus to Urban Development.
No. 177 What Shall We Do With the Street Railways?

Major Plank 3.

HOUSING

1. Issued by the Research Division of The American City Bureau:

   (a) General Report #113, Analysis of Chamber of Commerce Housing Experience.
   (b) General Report #104, Building and Loan Associations.

2. Books:

   (a) War Emergency Construction, House Site-Planning, Utilities, United States Housing Corporation, Washington, D.C.
   (b) The Housing of the Unskilled Wage Earner, Edith E. Wood; $2.25, MacMillan Co.
   (c) Housing Reform, Lawrence Veiller; $1.25, New York Charities Publication Committee.
   (d) Good Housing That Pays, Fullerton L. Waldo; $1.00, The Harper Press, Phila., Pa.
   (e) Housing and Town Planning; $1.50, American Academy of Political and Social Science, Philadelphia, Pa.
   (f) Housing Problems in America, published annually by the National Housing Association, 105 E. 22nd St., New York City.
   (g) Southern Pine Association, New Orleans, La.

3. Pamphlets:

   (a) Report of the Ontario Housing Committee, Toronto, Ont.
   (b) Selected Bibliography of Industrial Housing in America and Great Britian During and After the War, U.S.Housing Corporation, Washington, D.C.
   (c) What is a House? Re-print from the Journal of the American Institute of Architects, Washington, D.C. 30¢
   (d) Low Cost Cottage Construction in America, Winthrop A. Hamlin, Howard Social Museum, Cambridge, Mass.
   (e) Partner-Ownership Building Societies, Oct. 1919 issue of conservation of Life, Ottawa, Ont.

4. Organizations:

   (a) National Housing Association, Lawrence Veiller, Secretary, 105 E. 22nd St., New York City.
   (b) United States Housing Corporation, Washington, D.C.

(c) The Commission of Immigration and Housing of California, Sacramento, Calif.
(d) National Board of Fire Underwriters, 76 Williams St., New York City.
(e) American Civic Association, Wash., D.C.
(f) American Institute of Architects, Washington, D.C.
(g) Southern Pine Association, New Orleans, La.
(h) National Lumber Manufacturers' Association, Lumber Exchange, Chicago, Ill.
(i) Zoning Committee of New York City, Herbert S. Swan, Executive Secretary, for information about co-partnership housing.

5. Periodicals:

(a) Journal of American Institute of Architects, monthly, The Octagon, Wash., D.C.
(b) Architectural Record, monthly, 119 W. 40th St., New York City.
(c) Housing Betterment, quarterly, National Housing Association, 105 E. 22nd St., New York City.

6. The following articles in THE AMERICAN CITY:

	Issue	Page
Housing the Workers An Unfinished Job,	Jan.1919	23-5
The Canadian Government Housing Loan,	Apr.1919	323
The Janesville Housing Plan,	May 1919	481-3
The Scope of the New Iowa State Housing Law,	Sept.1919	203-4
Pontiac's Solution of a Housing Crisis,	Sept.1919	261-3
Housing Activities in Huntington, Ind.; New Castle, Pa.; and Dallas Texas	Nov. 1919	473-7

7. American City Pamphlets

No. 111 Co-partnership Housing in Great Britain, 15¢
No. 131 A Step Towards Solving the Industrial Housing Problem, 10¢
No. 160 Ways and Means of Providing Workingmen Houses, 10¢

Major Plank 6.

CITY BEAUTIFICATION

CLEAN-UP

1. Books:

(a) "Modern Civic Art", Charles M.Robinson; $3.90, Putnam's.
(b) "American Municipal Progress, Charles Zueblin, Chapter XVII; $2.15, MacMillan Co.

2. Pamphlets:

(a) Series issued by the National Clean-Up and Paint-Up Bureau, Security Building, St. Louis, Mo.
(b) Annual Report of the Commission on Beautifying the City, Norfolk, Va.
(c) Annual Report of the Art Jury of Philadelphia, Pa.
(d) Annual Report of The Art Commission of New York City.
(e) Report of The Art Commission of Pittsburgh,Pa.

3. Organizations:

(a) American Civic Association, Union Trust Bldg., Washington, D.C.
(b) Municipal Art Society of New York, 119 E.19th St., New York, N.Y.
(c) National Clean-Up and Paint-Up Bureau, Security Bldg., St.Louis, Mo.
(d) Department of Landscape Architecture, Harvard University, Cambridge, Mass.
(e) United States Department of Agriculture, Washington, D.C.
(f) The Commission of Fine Arts of the District of Columbia, Washington, D.C.
(g) The Art Committee of The General Federation of Women's Clubs.
(h) The Anti-Litter Bureau, Merchants Association, Woolworth Bldg., New York City.

4. The following articles in THE AMERICAN CITY:

	Issue	Page
The Business Men and the Clean-Up Campaign,	Mar. 1917	285-7
Municipal Clean-Up Parade in Denver	Aug. 1917	174-5
A Billboard Ordinance of Unusual Significance	Nov. 1917	404-6
Up-to-date Business Street	Jan. 1919	56-7
A Campaign to Tear Down Useless and Dilapidated Buildings,	June 1919	593-5

Transplanting Full-Grown Elms — Oct. 1919 — 338.61

STREET CLEANING

1. Books:

   (a) Municipal Housecleaning, Capes & Carpenter; $6.15, E.P.Dutton Co.
   (b) Municipal Chemistry, Charles Baskerville, McGraw-Hill
   (c) American Municipal Progress, Chap.V.,Chas. Zueblin; $2.15, MacMillan.

2. Pamphlets:

   (a) Annual Report and other publications of the Department of Street Cleaning, New York-very good material.
   (b) Report on the Problem of Street Cleaning, Bureau of Municipal Research, Rochester, N.Y.
   (c) Flushing-Its Place in the Street Cleaning Field, Raymond Parlin, American Society of Municipal Improvements, Bloomington, Ill.

3. Organizations:

   (a) American Society for Municipal Improvements, 304 East Walnut St., Bloomington, Ill.
   (b) Anti-Litter Bureau, Merchants Association, Woolworth Building, New York City.

4. The following articles in THE AMERICAN CITY:

	Issue	Page
Street Flushing Practice in American Cities	Feb.1917	117-21
Man-Power vs Machinery for Street Cleaning	June 1918	502-4
Keeping the Pavements Clean	Feb. 1919	103-7
The Future of Street Cleaning in Fort Dodge	Feb. 1919	108-9
One Year of Motor Street Cleaning Converts Louisville	Feb. 1919	12-3
Street Cleaning in Philadelphia	Feb. 1919	114-6
Street Flushing in Rochester	Feb. 1919	116-7
Vacuum-Cleaning the Streets of San Diego	June 1919	534
Shooting Snow from the Highways	Nov. 1919	441-2
What it Costs to Flush the Streets of Boston	Jan. 1920	8-9

5. American City Pamphlets:

   No.148 Hand Flushing - Its Place in the Street Cleaning Game.
   No.154 Infantile Paralysis and Cleanable Streets.

Major Plans 9

AGRICULTURE

RURAL RELATIONS

1. Books:

   (a) "Introduction to Rural Sociology", Paul L. Vogt; $2.65, Appleton & Co.
   (b) "Constructive Rural Sociology", John M. Gillette; Sturgis & Walton Co.
   (c) "The Little Democracy", Ida Clyde Clarke; $1.65, Appleton & Co.
   (d) "The Little Town", Harlan P. Douglass; $1.50, MacMillan.
   (e) Community Development", Frank Farrington; $1.50, The Ronald Press.
   (f) "Rural Life" Charles J. Golpin; $2.50, Century Co.

2. Pamphlets:

   Social and Economic Survey of a Rural Township in Southern Minnesota, Thompson & Warba, University of Minnesota, Minn.

3. Organizations:

   (a) United States Department of Agriculture, Washington, D.C.
   (b) New York (or other state) State Department of Agriculture, Albany, N.Y.
   (c) New York (or other state) State College of Agriculture.
   (d) International Harvester Company. Agricultural Extension Department, Chicago, Ill.
   (e) In Canada - The Agricultural Societies of Ontario, Ontario Dept. of Agriculture, Toronto.

4. Periodicals:

   (a) System on the Farm, monthly, A.W.Shaw Co., Chicago, Ill.
   (b) Successful Farming, monthly, Des Moines, Ia.
   (c) Country Gentlemen, Curtis Publishing Co., weekly, Philadelphia, Pa.

5. The following Chambers of Commerce have been particularly active in the matter of rural relations:

Augusta, Ga.	Cleveland, Ohio
Colorado Springs, Colo.	Birmingham, Ala.
Davenport, Iowa	Fredericksburg, Va.
Huntington, Pa.	Knoxville, Tenn.
Marshfield, Wis.	Riverside, Calif.

6. The following articles in THE AMERICAN CITY.

	Issue	Page
The Huntingdon Plan for Organizing a Community, Town and City editions,	Jan. 1917	21-5
Cities and Towns joining Hands in a County-Wide Get-Together Movement	Apr. 1915	313-7
Know Your Farm Neighbor.	June 1917	635
Mobilizing the Rural Community, Town & City	Dec. 1918	458-62
$90,000 Fund for Farm Development Bureau of Memphis Chamber of Commerce.	Sept. 1919	273

Forum Plank 2.

GARBAGE DISPOSAL

1. Books:

a. Municipal Chemistry, Charles Baskerville, McGraw-Hill,
b. Municipal House Cleaning, Capes & Carpenter; $6.15, E.P. Dutton & Co.
c. Modern Destructor Practice, W. Francis Goodrich; $4.50, J.B.Lippincott.

2. Pamphlets;

a. Collection and Disposal of Garbage, Rubbish and Ashes, Waterburg, (Conn.) Chamber of Commerce.
b. Municipal Piggeries in American Cities, Report No. 42, and Methods and Costs of Collecting and Disposing of Garbage in and By American Cities, Report No.52, New York State Bureau of Municipal Information, Mr. W.P.Capes, Director, 28 Washington Ave., Albany, N.Y.
c. Garbage Disposal, Springfield Bureau of Municipal Research, Springfield, Mass., July 1917.
d. Garbage Collection and Disposal Under War Conditions, "Engineering News Record," Oct. 17,1918, pp.715-720

3. The following articles in THE AMERICAN CITY:

	Issue	Page
A New Method of Garbage Reduction	Mar. 1917	237-10
Garbage as Food for Swine	Aug. 1917	177-83
Municipally Collected Garbage Fed to Hogs	Sept.1917	255-8
How Worcester is Helping to Conserve the National Food Supply	Nov. 1917	395-400
Millions from City Garbage	Dec. 1917	499-303
All Garbage Cans Municipally Owned and Sterilized	Dec. 1917	522-3
An Efficient System of Garbage Collection and Disposal	Feb. 1918	149-51
By-Products from Tin Cans	Feb. 1918	102
The Garbage Can as a Food Conservation Witness	May 1918	432
Waste Reduction in Milwaukee	May 1918	432
Garbage Disposal in Akron	Nov. 1918	383-5
Erie insists on Unwrapped Garbage	Dec. 1918	471-81
Report on Methods of Garbage and Rubbish Collection and Disposal	Feb. 1919	118-24
	Mar. 1919	230-1
A New Municipal Garbage Ordinance	Mar. 1919	248-9
Profit in Garbage-Fed Hogs	Sept.1919	217-20
Rochester Studies Its Problem of Refuse Collection	Dec. 1919	504-8
Garbage Collection in a Small Canadian City	Feb. 1920	[illegible]

Forum Plank 3

SEWER SYSTEM

SEWAGE DISPOSAL

1. Books:

   a. Municipal Chemistry, Charles Baskerville; McGraw-Hill
   b. Municipal House-Cleaning, Capes and Carpenter; $6.15 E.P.Dutton Co.
   c. Sewage Disposal Kinnicutt, Winslow, Pratt & Winthrop; $4.00, John Wiley & Sons.
   d. American Sewerage Practice, Metcalf & Eddy, 3 volumes $5.00, $4.00 and $6.00, McGraw-Hill.

2. Pamphlets:

   a. Tentative Instructions to Designers for the Sewerage, Sewerage Treatment and Drainage of Industrial Housing Developments, Bureau of Industrial Housing and Transportation, U.S. Dept. of Labor.
   b. The Operation and Care of Sewage Disposal Plank, Bulletin 16, Iowa State College, Amos, Iowa.

3. Organizations:

   a. The American Society of Municipal Improvements, Charles C. Brown, secretary, Indianapolis.
   b. U.S.Public Health Service, Washington, D.C.
   c. The State department of health which may serve - see Jan. and Feb. 1920 issues, American City, pp.49, 138.

4. The following articles in THE AMERICAN CITY:

	Issue	Page
The Treatment of Sewage by the Activated Sludge Process.	Jan. 1918	1-4
	Feb. 1918	114-9
	Mar. 1918	199-203
Uses and Accomplishments of Chlorine Compounds in Water-Sewage Purification	Oct. 1918	296-300
The disposal of Sewage by Treatment with acid	May 1919	467-9

5. The American City Pamphlets:

   No. 140 Sewage Disposal by the Activated Sludge Process
   No. 175 Uses and Accomplishments of Chlorine Compounds in Water and Sewage Purification
   No. 173 An Inventory and Prospectus for a Comprehensive Sewerage System

6. Special references are available covering the allied subjects of recreation, swimming facilities, city planning and city beautification.

Forum Plank 8.

WATER SUPPLY

1. Books:

(a) Public Water Supplies, R.E. Tourneauro and H.L. Russell; $5.00, John Wiley & Sons.
(b) Clean Water and How to Get It, Allen Hazen; $1.50, John Wiley & Sons.
(c) Water Supply, W.P. Mason; $3.75, John Wiley & Sons.
(d) Waterwork Management and Maintenance, Hubbard & Kierated; $4.00, John Wiley & Sons.
(e) Meter Rates for Water Works, Allen Hazen; $3.25, John Wiley & Sons.
(f) Water Purification, J.E. Ellms; $5.00, McGraw-Hill.
(g) Water Works Hand Book, Flinn, Weston & Bogert, McGraw-Hill.

2. Organizations:

(a) American Water Works Association, John M. Diven, secretary, 153 W. 71st Street, New York City, There are many sectional divisions of this organization.
(b) New England Water Works Association, Willard Kent, secretary, 715 Tremont Temple, Boston, Mass.

3. Periodicals:

(a) Engineering News Record, 10th Ave. and 36th Street, New York City.
(b) Engineering and Contracting, 608 S. Dearborn Street, Chicago, Occasional issues.
(c) Fire and Water Engineering, 318 W. 39th Street, N.Y.C.
(d) The journals of the American and the New England Water Works Associations.

4. The following articles in THE AMERICAN CITY:

	Issue	Page
Planning the Distribution of the Water Supply of a Small Town	Mar. 1917	253-6
Water Costs in Cities of at least 60,000 Population	May 1917	458-62
The Growth of Filtration Systems	June 1917	583
Water Purification and Softening Plant	Feb. 1918	173-9
The Economies of Public Utilities Extensions	Oct. 1918	293-5
Uses and Accomplishments of Chlorine Compounds in Water and Sewage Purification	Oct. 1918	296-300

Water Consumption in New York State Cities and Its Effect on Coal Consumption	Nov. 1919	376-8
How will our Cities Pay for Future Improvements and Public Services?	Dec. 1918	551-5
Is the Chlorination of Water-Supplies Worth While?	June 1919	524-5
Eternal Vigilance the Price of Freedom from Water-Borne Typhoid	June 1919	547-50
Why Meter?	June 1919	522-3
The Relation of a Private Well to Typhoid	June 1919	550-3

5. The American City Pamphlets:

No. 107 The Efficient Utilization of Water Storage Reservoirs.
No. 114 Water Supplies and the Part They Play in City and County Planning.
No. 129 Points of Difference in Water Works Franchises.
No. 175 Uses and Accomplishments of Chlorine Compounds in Water and Sewage Purification.

Forum Plank 5
CITY PLANNING
(Separate references to Zoning will be furnished on request)

1. Books:

(a) City Planning, John Nolen; $2.12, Appleton
(b) Town Planning for Small Communities, Chas. S.Bird, Jr., Appleton; $2.12.
(c) New Ideals in the Planning of Cities, Towns and Villages, John Nolen, American City Bureau; $1.00.
(d) City Planning Progress, 1917 American Institute of Architects Committee on Town Planning, The Octagon, Wash. D.C. $1.65.
(e) The Planning of the Modern City, Nelson P. Lewis, John Wiley & Sons; $3.50
(f) City Planning, C.M.Robinson, Putnam; $2.50
(g) Modern Civic Art, C.M.Robinson, Putnam, $3.90.
(h) Cities in Evolution, Patrick Geddes; $1.95 William & Norgate, London

2. Pamphlets:

(a) City Plan for Akron Prepared for Chamber of Commerce by John Nolen, 1919
(b) Better City Planning for Bridgeport by John Nolen, 1916.
(c) Constitutional Limitations on City Planning Powers, Edw. M.Bassett, National Conference on City Planning.
(d) Akron and Its Planning Law, Frank B. Williams Akron Chamber of Commerce, obtained through the American City Bureau.
(e) Sunlight Engineering in City Planning--Housing Reprint from the Architectual Forum June, 1918.
(f) The Size and Distribution of Playgrounds and Similar facilities in American Cities, Henry W.Hubbard, National Conference on City Planning.
(g) Instructions to Surveyors for the Preparation of Typographical Maps, Department of Labor, May 14, 1918.
(h) Town Planning Lessons from Government Operations, by Antrim Holdemian, American City Planning Institution, 60 State St. Boston, Mass.

3. Organizations:

(a) American City Planning Institute, 60 State St. Boston, Mass.
(b) National Housing Association, Lawrence Veillier, Secy. 105 E. 22nd St., New York City.

Forum Plank 5

CITY PLANNING

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1. Books:

(a) City Planning, John Nolen; $2.12, Appleton
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(e) The Planning of the Modern City, Nelson P. Lewis, John Wiley & Sons; $3.50
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2. Pamphlets:

(a) City Plan for Akron Prepared for Chamber of Commerce by John Nolen, 1919
(b) Better City Planning for Bridgeport by John Nolen, 1916.
(c) Constitutional Limitations on City Planning Powers, Edw. M.Bassett, National Conference on City Planning.
(d) Akron and Its Planning Law, Frank B. Williams Akron Chamber of Commerce, obtained through the American City Bureau.
(e) Sunlight Engineering in City Planning--Housing Reprint from the Architectual Forum June, 1918.
(f) The Size and Distribution of Playgrounds and Similar facilities in American Cities, Henry W.Hubbard, National Conference on City Planning.
(g) Instructions to Surveyors for the Preparation of Typographical Maps, Department of Labor, May 14, 1918.
(h) Town Planning Lessons from Government Operations, by Antrim Holdemian, American City Planning Institution, 60 State St. Boston, Mass.

3. Organizations:

(a) American City Planning Institute, 60 State St. Boston, Mass.
(b) National Housing Association, Lawrence Veillier, Secy. 105 E. 22nd St., New York City.

(c) American Civic Associations, Union Trust Building, Washington, D.C.
(d) The Chicago Plan Commission, 314 Hotel LaSalle, Chicago, Ill.
(e) Commission of Conservation, Ottawa, Ont.
(f) Town Planning Institute of Canada, F.D. Henderson, D.L.S., Ottawa, Ont.

4. The following articles in THE AMERICAN CITY:

	Issue	Page
Set-Back Lines as an Aid to Better and Cheaper Street Layouts,	Feb.1917	144-8
(also)	Sept.1917	313-7
Planning Sunlight Cities	Oct.1917	313-7
The New California State Zoning Act.	Oct.1917	357
Zoning as a War Time Measure,	July 1918	3-6
Zoning as a Protection for Industry and Business,	July 1918	7-10
Principles of Design for a Complete System of City Thoroughfares,	Oct.1918	357-61
Comprehensive Zone Ordinance Adopted by Alameda,	July 1919	1-3
Re-planning Boston's Most Congested District,	Aug.1919	107-12
The Proposed City Plan of Winnetka, Ill.	Oct.1919	305-8
Oregon's New City Planning Law.,	Oct.1919	308
The Planning of Industrial Cities,	Dec.1919	514

Forum Plank 6.

SCHOOL BUILDINGS

1. Books:

(a) Modern School House, Hamlin and others, 2 volumes. (Vol. 1 is out of print, but arrangements can be made to borrow these from the American City Bureau.)
(b) Healthful Schools, How to Build, Equip, Maintain Them, Ayres & Wood; $1.50, Houghton, Mifflin Co.
(c) Public Schools, Their Construction, Heating, Ventilation, Sanitation, Lighting and Equipment, G.L.Lockhart.

2. Pamphlets:

(a) A School Building Program for Cities Bulletin No. 96 - Teachers' College, Columbia University.
(b) Code of Lighting School Buildings, from General Science Quarterly, Jan. 1919.
(c) Five Year Building Program Board of Education. Minneapolis Civic and Commercial Association.
(d) The One-Story School House Idea, F. Leather, National Lumber Manufacturers Association, Chicago, Ill.

3. Organizations:

(a) United States Bureau of Education, Washington, D.C.
(b) National Education Association, Frank Irwin Cooper, Boston, Mass., Chairman of Committee on Standards of School House Planning and Construction.

4. The following article in THE AMERICAN CITY:

	Issue	Page
Elastic School House	Jan. 1918	20-21
Getting the Maximum Use of our School Facilities,	Mar. 1918	219-22
Some Essentials in the Planning of School Buildings for Community Use	June 1918	520-22
Public Schools in the New War Cities	Nov. 1918	360-62
Electrical Equipment in a Pittsburgh High School	June 1919	579-85
Fire Protection for Schools	Jan. 1920	

Forum Plank 6.

EDUCATION

Educational Methods.

1. Books:

(a) City Schools- Their Direction and Management, W.E.Chanceller; $1.25, D.C.Heath & Co.
(b) Wider Use of the School Plant, Clarence A.Perry, $1.25, The Survey Assn., New York City.
(c) The Administration of Education in a Democracy, Horace A.Hollister, Scribners.
(d) Helping School Children, Elsa Denison: $1.53, Harpers.
(e) Schools of Tomorrow, John & Evelyn Dewey; $1.61, E.P. Dutton & Co.
(f) New Schools for Old, John Dewey; $2.00, Dutton & Co.
(g) American Municipal Progress, Charles Zueblin; $2.15 MacMillan.
(h) School Efficiency Series, published by the World Book Co.
(i) The New Education, Scott Hearing; $1.25
(j) The Gary Schools, B.S.Bourne; $1.15, Houghton Mifflin Co.
(k) Establishing Industrial Schools, Mary Bradley Smith Houghton Mifflin Co.
(l) Readings in Vocational Guidance, Meyer Bloomfield, $2.25 Ginn & Co.
(m) Vocational Education, Emily Robinson; $1.35, A.W.Wilson
(n) Row, Peterson & Co.
(o) The Vocational Guidance Movement, John M.Brewer; $1.40 MacMillan
(p) Learning to Earn, Lapp and Mote; $1.50 Dobbs-Morrill

2. Organizations:

(a) National Education Association, Washington, D.C.
(b) Bureau of Education, Dept. of Interior, Washington
(c) General Education Board, 61 Broadway, New York City
(d) Russell Sage Foundation, 130 E. 22nd St. N.Y.C.
(e) National Kindergarden Assn., 8 W. 40th St. N.Y.C.
(f) National Society for Vocational Education, Clotilde Ware Secretary, 140 W. 42nd St. New York City.
(g) Federal Board for Vocational Education, Washington
(h) Institute for Public Service, 51 Chambers St. N.Y.C.

3. Periodicals:

(a) School and Society, Garison-on-Hudson, N.Y.
(b) National School Board Journal, Milwaukee, Wisc.
(c) Educational Review, Columbia University, N.Y.C.
(d) Education Foundation, 31 E. 27th St. N.Y.C.

3. Periodicals-(Cont'd)

(e) Journal of Education, 6 Beacon St., Boston, Mass.
(f) American School, 455 Kenwood Blvd., Milwaukee, Wisc.
(g) American Teacher, 70 Fifth Ave., New York City.

Forum Plank 7

PARKS

1. Books:

(a) Parks, Their Design, Equipment, and Use Geo. Burnap; $6.00, Lippincott.
(b) Parks and Park Engineering, W.T.Lyle; $1.25, John Wiley
(c) Shade-Trees in Towns and Cities, William Solotarcff, John Wiley & Sons

2. Pamphlets:

(a) General Statistics of Cities, 1916 United States Bureau of the Census contains valuable park statistics.
(b) Annual Report of the Board of Park Commissioners, Minneapolis, Minn.
(c) Annual Report of the Board of Park Commissioners, Seattle.
(d) Parks and Parkways, Bronx, (New York) Board of Trade.

3. Organizations:

American Association of Park Superintendents, Seattle. Wash

4. Periodicals:

(a) Parks and Recreation, quarterly, $1.00, American Association of Park Superintendents, Seattle, Wash.
(b) Park and Cementery, monthly, $2.00, Allied Arts Publishing Co., 536 S. Clark St. Chicago, Ill.

5. The following articles in THE AMERICAN CITY:

	Issue	Page
Getting Co-operation for a Park Dept.	Apr 1917	378-80
Park Planning with Minature Models	June 17	600- 1
Dayton's Community Country Club	June 18	526- 9
Park Administration in the Public Interest	Aug 1918	163- 5
Making Municipal Park Refectory Service Pay	Mar 1919	249-51
Small Parks in the Business District of large cities	May 1919	423
The Automobile Camping Ground	June 19	535- 3
One of the world's great public playgrounds	Aug 19	132-4

5. The following articles in THE AMERICAN CITY (Cont'd)

Transplanting Full-Grown Elms
See also the material appearing month by month in the "Forward Steps" department under the heading of parks.

RECREATION

PLAYGROUNDS

1. (a) Popular Aumsements, Richard H.Edwards; $1.07, YMCA Press - contains a good bibliography.
   (b) Education Through Play, Henry S.Curtis; $1.50 MacMillan.
   (c) The Play Movement and Its Significance, Henry S.Curtis; $1.62, MacMillan
   (d) Community Center Activities, Clarence E. Perry, Russell Sage Foundation.
   (e) Playground Technique and Playcraft. A & L.H.Leland; $2.50, Doubleday Page.
   (f) American Playgrounds, E.B.Mero, (out of print, may be borrowed from The American City.)
   (g) Wider Use of the School Plant, Clarence E.Perry, Russell Sage Foundation.

2. Pamphlets:

   (a) 1919 Annual Report of the Division of Parks and Recreation of the Department of Public Welfare, St. Louis, Mo.
   (b) Recreation Centers Playgrounds and Swimming Pools of the West Chicago, (Ill) State Park Commissioners
   (c) Recreation Bibliography, Russel Sage Foundation, 130 E. 22nd St., New York City

3. Organizations:

   (a) Playground and Recreation Association of America, H.S. Braucher, Secy, N.Y.City.
   (b) Division of Recreation, Russel Sage Foundation, 130 E. 22nd St., New York City.
   (c) American Association of Park Superintendents, Seattle, Wash.

4. Periodicals:

   (a) The Playground, monthly, $2.00 per year. Playground and Recreation Association of America, 1 Madison Avenue, New York City.
   (b) Parks and Recreation, quarterly; $1.00, American Association of Park Superintendents of Seattle, Wash.

5. The following articles in THE AMERICAN CITY

	Issue	Page
How much Playground Space does a City need?	Mar 1917	241-7
Public Health and Recreation Encampments in the Palisades Interstate Park.	June 1917	51-5
Industrial Recreation, Building a Playground in One Day in Port Pirie, South Australia	Mar. 1919	289-91
One of the World's Great Public Playgrounds	Aug. 1919	132-4

6. The American City Pamphlets:

   No. 156 How Much Playground Spaces Does a City Need?
   No. 165 Industrial Recreation.

7. Refer to the advertising pages of THE Ameerican CITY for references to manufacturers of playground apparatus.

8. References to swimming pools will be furnished separately upon request.

Form Plan 9.

TAXATION

1. Books:

(a) Taxation and the Distribution of Wealth, Frederic Mathews: $2.75, Doubleday Page & Co.
(b) Principles of Taxation, Hastings Lyon; 75¢ Houghton Mifflin Co.
(c) The State Tax Commission, Harley L.Lutz; $2.75, Harvard University Press.
(d) The A.B.C. of Taxation, C.B.Fillebrown; $1.30, Doubleday, Page & Co.
(e) Essays in Taxation, Edwin R.A.Seligman; $3.75
(f) The Incidents of Taxation, Edwin R.A. Seligman
(g) Taxation in American States and Cities, Richard C.Ely; out of print but valuable if obtainable in local library.

2. Pamphlets:

(a) The Assessment of Real Estate, Lawson Purdy, National Municipal League, Phila, Pa.
(b) Untaxed Realtg of Cleveland and Why, John A. Zangerle, Auditor Cuyaloga Co., Ohio
(c) Taxation of Personal Property, Lawson Purdy, New York Tax Reform Association, 29 Broadway New York City.
(d) Report of Committee on Taxation, New York State Bar Association, Obtain through National Tax Association, 195 Boradway, New York City.
(e) Rules and Suggestions for the Assessment of Real Property. A.C. Pleydell, Secy. New York State Tax Reform Association, 29 Broadway, N.Y.City

3. Organizations:

(a) New York Tax Reform Association, A.C. Pleydell, Secy. 29 Broadway, New York City.
(b) Bureau of Municipal Research, Chas. A.Beard, Dierctor, 361 Broadway, New York City.
(c) New York State Conference on Taxation, Chas.J. Tobin, Secy., 95 State St.Albany, N.Y.
(d) National Tax Association, 195 Broadway, N.Y.C.
(e) National Municipal League, Clinton Rogers Woodruff, Secy., North American Bldg. Philadelphia, Pa.
(f) Manufacturers Appraisal Co., W.A.Pollock, Prest. Commercial Bank Bldg., Cleveland, Ohio for information about the Somers System.

(g) United States Internal Revenue, Washington, D.C.

4. The following articles in THE AMERICAN CITY.

	Issue	Page
The Problem of Additional Sources of City Revenue	Jan. 1917	31- 4
Municipal Taxation as an aid to Prosperity	Apr 1917	384- 6
Municipal Finance- Its Relation to Pavement Construction and Renewals	Apr 1918	297- 8
Street Cleaning by Assessment in Toledo.	Sep 1918	195- 6
The Tax Problem as Seen by a Real Estate Man.	Dec. 1919	538-40

Forum Plank 9.

MARKETS.

1. Books:

a. Report of the Mayor's Market Commission, Office of the Mayor, New York City.
b. Markets for the People, The Consumer's Part, J.W.Sullivan; $1.37, MacMillan.

2. Pamphlets:

a. City Markets, How to Start and Operate a City Public Retail Market, published by the Extension Division of Indiana University, Bloomington, Ind.
b. Public Markets in the United States, National Municipal League, 703 North American Building, Philadelphia, price 50¢
c. Bulletin of Municipal Markets of the City of Long Beach, Calif. Squire F.DeRee, Market Master
d. Modern Market Methods, Bulletin No. 7, of the N.J. State Department of Agriculture.
e. The Community Market, Lorian P.Jefferson, Mass. Agricultural College, Amherst.
f. The Public Markets in the State of Washington, George S.Wehrwein, Office of Farm Markets, Pullman, Wash.
g. The Community Market, Lorian P.Jefferson, Mass. Agricultural College, Amherst, Mass.
h. Municipal Public Markets, Report #239, State Bureau of Municipal Research, Albany, N.Y.
i. Municipal Markets, 1918 Report Bureau of the Census, Washington, D.C.

3. Organization:

Bureau of Markets, United States Department of Agriculture, Washington, D.C.

4. The following articles in THE AMERICAN CITY:

	Issue	Page
Municipal Markets Reduce Cost of Living	Feb 1917	132
The Public Market Idea Stood the Test	Feb 17	137-8
How the Cities Can Solve the Food Problem	July 17	6- 9
"Glut Markets" an Emergency Measure	July 17	9-10
A successful Curb Market	Feb 18	163

Forum Plank 11.

HOSPITAL

1. Book.

a. The American Hospital of the Twentieth Century, Edward F.Stevans.
b. The Modern Hospital, Hornsby and Schmidt; $7.00 W.V. Saunders Co.
c. The Organization, Construction and Management of Hospitals, Ochsner & Sutrn.
d. Construction, Equip and Management of a General Hospital D.J. Mackintosh.
e. The Hospital as a Social Agent in the Community, L.C. Catlin.
f. The American Hospital of the Twentieth Century, E.F.Stevens
g. Hospital Accounting and Statistics, William F.S. Thorne, E.P.Dutton.

2. Pamphlets:

a. Comments on Some Plans of Hospital Construction, Herman M. Briggs, No. 7, of Monograph Series issues by New York City Department of Health
b. The Building of the Hospital, G.H. Bartine, The Modern Hospital reprint.
c. Hospital Survey of a Community, Jos. J.Weber, State Charities Aid Association, 105 E.22nd St. N.Y.C.

3. Organizations:

a. Hospital and Institutional Bureau of Consultation, Henry C.Wright, director, 105 E. 22nd St. N.Y.C.
b. The United States Public Health Service, Washington D.C.
c. The State Department of Health.

4. Periodicals:

a. The Modern Hospital, monthly, $3.00, 58 E.Washington Street, Chicago.
b. The Southern Hospital Record, monthly.
c. Modern Medicine, 58 E.Washington St., Chicago

5. A series of six excellent articles on The Small Community Hospital appeared in The Modern Hospital beginning with the June 1916 number.

Forum Plank 11.

MEMORIAL BUILDINGS

MUNICIPAL AUDITORIUMS

COMMUNITY BUILDINGS

1. Issued by the Research Division of The American City Bureau:

(a) General Report #109, "Municipal Auditorium"
(b) General Report #110, "Community Buildings."

2. Pamphlets:

(a) War Memorials. Bulletin #17, Municipal Art Society, 119 E. 19th St., New York City 25¢
(b) War Memorials, - A List of References, Frank Weitenkampf, N.Y. Public Library, 5th Ave. and 42nd Street, New York City.
(c) War Memorials, May, 1919 issue of The American Magazine of Art, 215 W. 57th St., N.Y.C.

3. Organizations:

(a) The Bureau of Memorial Buildings of the War Camp Community Service, Harrison G.Otis, Secy. 124 E. 38th St., N.Y.City.
(b) The American City Bureau, Tribune Building, New York City.

4. The following articles in THE AMERICAN CITY:

	Issue		Page
The Public School as a Municipal Neighborhood Recreation Center	Jan.	1917	35-43
Building a Community through its resident Forces	July	1917	42-50
Some Essentials in the Planning of School Buildings for Community Use	June	1918	520- 2
The Patriotic Unification of your Town Through Drama,	Sept	1918	206-12
The Community House - An Element in Reconstruction,	Dec.	1918	467-70
Community Houses as Soldiers' and Sailors' Memorials,	Jany	1919	27-31
Provisions for Art, Music and Drama in Liberty Building,	Jany	1919	32- 5
What Form should a Community House Take?	May	1919	426- 7
Chester's New Civic Center	Aug	1919	154- 6

AMERICANIZATION.

1. Issued by the American City Bureau:

   American Ideals and Methods of Americanization, Supplement to Community Leadership, Jany 1, 1920.

2. Books:

   (a) A Course in Citizenship and Patriotishm, Houghton Mifflin Co.
   (b) Proceedings 1919 Americanization Conference, Government Printing Office, Washington, D.C.
   (c) Americanization, Royal Dixon; 50¢ MacMillan.
   (d) A list of books on civics will be furnished upon request.

3. Organizations:

   (a) Americanization Division, Bureau of Education, Department of Interior, Washington, D.C.
   (b) National Security League, 19 W. 44th St. N.Y.C.
   (c) Committee for Immigrants in America, 29 W. 39th St., N.Y.City.
   (d) Institute for Public Service, William H. Allen, Director, 51 Chambers St., N.Y.City.
   (e) State Commission of Immigration and Housing, Sacramento, Calif.
   (f) The Ohio Branch of the Council of National Defense, Columbus, Ohio.
   (g) Carnegie Corporation, Allen T.Burns, 576 5th Ave. New York City.

4. Periodicals:

   Americanization, Americanization Division, Bureau of Education, Department of the Interior, Washington, D.C.

5. The following articles in THE AMERICAN CITY:

	Issue	Page
Making Americanization easier	Feby 1919	139
Americanization Through Getting out the Voters,	Apr. 1919	537-8
The International Club of Dallas	Aug. 1919	167

CITY MANAGER PLAN.

1. Books:

(a) City Manager in Dayton, by Chester E.Rightor; $2.50, MacMillan.
(b) Fifth Year Book, City Manager's Association; 25¢ Tribune Bldg. New York City.
(c) History and Analysis of the Commission and City-Manager Plans of Municipal Government in the United States, Tso-Shuen Chang, State University of Iowa.
(d) City Manager Plan, E.C.Hadie; $1.35, H.Wilson.
(e) City Manager, H.A.Toulmin; $2.12, Appleton & Co.
(f) A New Municipal Program, National Municipal League; $2.25, D.Appleton & Co.
(g) The New City Government, Henry Bruers; $1.62, Appleton & Co.
(h) City Government by Commission, Clinton Rodgers Woodruff; $2.00, D.Appleton & Co.
(i) American Municipal Progress, Charles Zueblin; $2.15, MacMillan.

2. Organizations:

(a) The National Short Ballot Organization, Richard S.Childs, Sec. 8 W. 9th St. N.Y.City
(b) City Manager's Association, H.C. Ohs, Sec. Tribune Bldg., NY.City.
(c) National Municipal League, Clinton Rodgers Woodruff, Sec. North American Bldg., Philadelphia, Pa.

3. The following articles in THE AMERICAN CITY:

	Issue	Page
* Recent City Manager Developments	Jan 1919	13-21
Commission-Manager Plan strongly endorsed	May 1919	493
The City Manager Movement Fact and Figures	June 1919	611-13
Complete List of City Manager Cities	Aug 1919	185- 7
Selling Good City Government	Oct 1919	326- 9
Greater Departmental Efficiency Under City Manager Plan	Dec 1919	532

* Both editions.

COMFORT STATIONS

1. Books:

(a) Public Comfort Stations, Department of Public Welfare, Chicago, Ill.
(b) American Municipal Progress, Charles Zueblin, pp. 103-4, 406; $2.15, MacMillan.

2. Pamphlets:

Comfort Stations in New York City, New York Association for Improving the Conditions of the poor, 105 E. 22nd St., New York City.

3. Organizations:

National Committee of Confederate Supply Associations, 261 Broadway, New York City.

4. The following articles in THE AMERICAN CITY:

	Issue	Page
The comfort station as a public utility	Feb 17	180-3
More Municipal Comfort Stations	Aug 19	131
All Municipalities in Wisconsin Must Provide Comfort Stations	Sep 19	279

5. American City Pamphlets:

No. 117 Public Comfort Stations, Their Economy and Sanitation, 15¢
No. 147 Public Comfort Stations, Their Location, Plan Construction, Equipment and care, 20¢

LIBRARY

1. Books:

   (a) How to Plan a Library Building for Library Work, Charles C.Soule; $2.50, Boston, Book Co.
   (b) The American Public Library, Arthur E. Bostwick, $1.62; Appleton & Co.
   (c) The Relationship Between the Library and the Public Schools, Arthur E. Bostwick
   (d) Law, Legislative and Municipal Reference Libraries, John B. Kaiser; $4.00, Boston Book Co.
   (e) The County Library, Saida B.Antrim; $2.13, Pioneer Press.
   (f) The Children's Library, Sophy H.Powell, $1.90, H.W. Wilson Co.
   (g) The Public Library and the Public Schools, Ayres and McKinnie, Cleveland Foundation.
   (h) Catalogueing for Small Libraries, Theresa Hitchler; American Library Association Publishing Board.

2. Pamphlets:

   (a) Small Library Buildings, Cornelia Marvin; $1.25, A.L.A. Publishing Board, (especially good)
   (b) A series of pamphlets constituting the manual of Library Economy; 10¢ each, A.L.A. Publishing Board.

3. Organizations:

   (a) American Library Association (A.L.A.) 78 E.Washington Street, Chicago.
   (b) Municipal Reference Library, New York City. Dorsey Hyde, Jr., Librarian.

4. The following articles in THE AMERICAN CITY:

	Issue	Page
The Civic Work of a Public Library	Nov.1916	571-2
Co-operation between a Public Library and Civic Organizations	Apr.17	357-8
Advertising a Public Library	Aug 17	122-3
The Count Library; An Agency to Promote General Reading, T & C	Apr 19	340-2
The Public Library in a Small California Town, Town and City Editions	May 19	441-2

SOCIAL WELFARE.

CHARITIES FEDERATION.

1. Books:

   (a) American Charities. A.G. Warner, 1919 edition: $2.65, Thomas Crowell Company.
   (b) Modern Philanthropy, Wm H. Allen, $1.64, Dodd, Mead & Company.
   (c) The Social Survey. Carol Aronovici; $1.25, The Harper Press of Philadelphia.
   (d) Social Engineering, William H. Tolman, $2.21, McGraw-Hill.

2. Pamphlets:

   (a) Iowa Plan for the Combination of Public and Private Relief, Vol. V., No. 13, University of Iowa, (Iowa City) Monographs.
   (b) Charities Federation, Committee of the Charity Organization Society, New York City.

3. Organization:

   (a) National Information Bureau, 1 Madison Ave. N.Y.C.
   (b) American Assn. for Organizing Charity, 130 E.22nd Street, N.Y.City.
   (c) Russell Sage Foundation, 104 E. 22nd St. N.Y.C.
   (d) Federal Council of the Churches of Christ in America, 105 E. 22nd St., N.Y.City.

4. Periodicals:

   The Survey, monthly, 112 East 19th Street, N.Y.City.

5. A List of references to community centers and of charity federations will be furnished on request.